

Statement For Management

San Francisco Maritime National Historical Park

JUNE 1994

NATIONAL PARK SERVICE • U.S. DEPARTMENT OF THE INTERIOR

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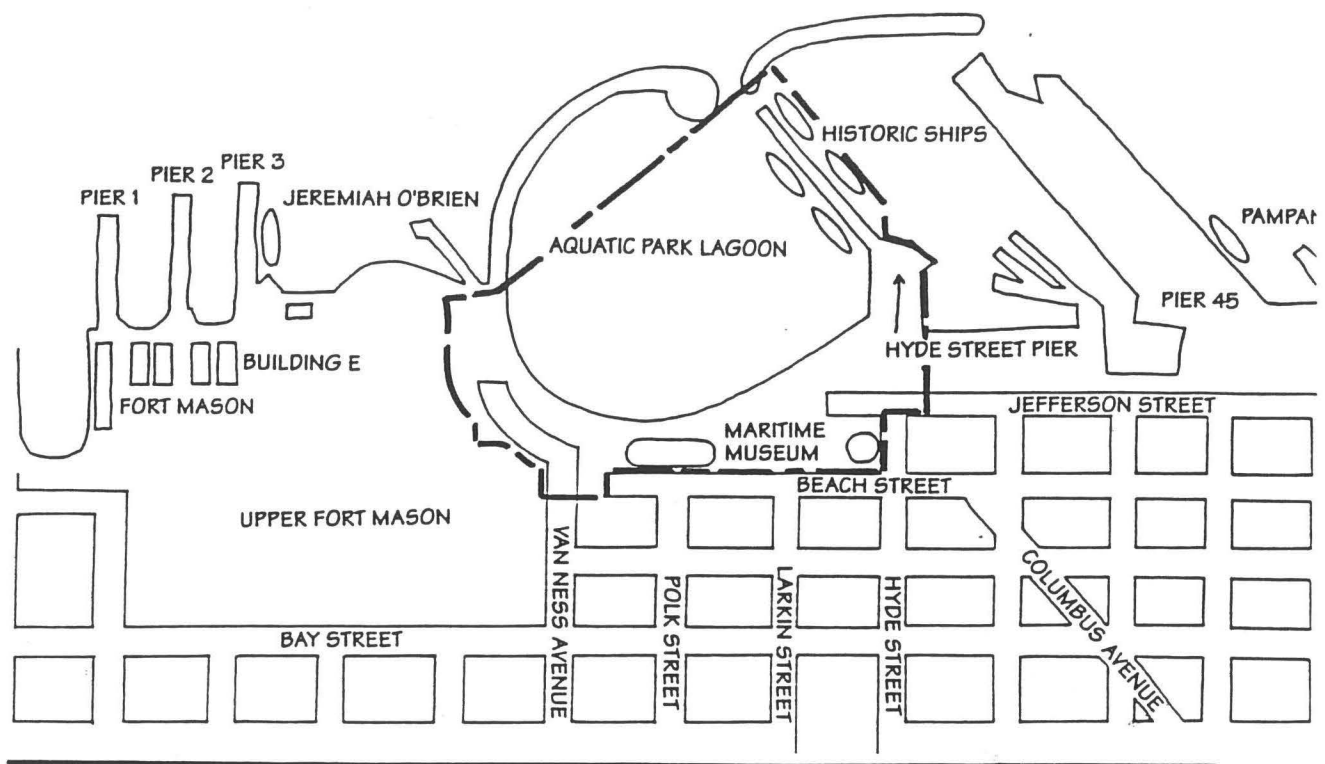
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LOCATION

The San Francisco Maritime National Historical Park is located in the City and County of San Francisco, State of California. The Park is situated in the 6th Congressional District.



VICINITY MAP

San Francisco Maritime National Historical Park
City and County of San Francisco, CALIFORNIA

PURPOSE AND SIGNIFICANCE

Purpose

The purpose of the San Francisco Maritime National Historical Park, as stated in Public Law 100-348, 1988, is "to preserve and interpret the history and achievements of seafaring Americans and of the nation's maritime heritage, especially on the Pacific Coast...." The Legislation further provides that eight specified historic vessels shall be included among the Park collections. The boundaries of the Park as specified, include the Aquatic Park Historic District, so that preservation of this Landmark District is an implied purpose.

A statement of purpose written as part of the Draft General Management Plan, now under development, reads as follows:

The San Francisco Maritime National Historical Park is a museum dedicated, through its collections, programs and presentations, to the maritime history, technology, arts, and humanities of San Francisco Bay and its tributaries, including their interaction with worldwide maritime activity.

The museum acts in three areas: collection, preservation and interpretation.

The museum actively collects materials, including structures (notably large vessels), artifacts, art, and information in various forms.

Preservation includes documentation, cataloging, conservation, maintenance of the collections, and perpetuation of traditional skills and technologies.

Interpretation includes exhibits, public programs, publications and encouragement of public and scholarly access to the resources through a variety of techniques.

It is apparent, therefore, that the core purposes of the San Francisco Maritime National Historical Park, unlike those of most other National Parks, relate less to

its physical site than to its mandated subject area. The designated location of the Park has no overriding significance in West Coast Maritime history, but is merely a convenient location for the presentation of the Park's collections. The Landmark Aquatic Park Historic District, while completely worthy of preservation as an important architectural and recreational feature, is not inherently related to the stated purposes of the Park. Preservation of the Aquatic Park buildings and grounds, and maintenance of the recreational facilities of the District, are obligations arising from the Park's use of the area, in pursuit of its core purposes.

The central issues, therefore, in defining the Park's purposes lie in identifying appropriate limitations of the broad subject mandate, in identifying an appropriate scope for the Park's collections, both in practical and conceptual terms, and in identifying an appropriate range of activity to pursue in preserving and interpreting West Coast Maritime History. The problem is to arrive at a reasonable narrowing of a very broad subject area, both in terms of geography and chronology. In reality, however, the program of the Park for carrying out its mandated purposes is limited more by practical considerations of space, staff resources, and finance, than by the stated parameters of its subject area.

Significance

The significance of the San Francisco Maritime National Historical Park is derived from the cultural resources held in the Park's collections. As noted above, the Park essentially functions as a museum, and is the successor to three previous institutions: the Museum of Science and Industry (1939 - 1950), The San Francisco Maritime Museum (1950 - 1978), and the San Francisco Maritime State Historic Park (1957 - 1977). The Park's current cultural resources represent materials collected by each of these institutions, as well as those collected during the National Park Service period by the National Maritime Museum, Golden Gate N.R.A. (1977 - 1988) and by the San Francisco Maritime N.H.P. (1988 - present.) The Park's only fixed cultural resource, the Aquatic Park Historic District, was transferred to the N.P.S. from the City of San Francisco in 1978, and was included in the Maritime Park's boundaries by the enabling legislation. The Park controls no natural resources.

The Park's cultural resources relate to a number of the themes outlined in History and Prehistory in the National Park System and the National Historic Landmarks Program, NPS, (1987.) Among these are the following:

- Theme: Transportation, Sub-theme: Ships and Boats.
- Theme: Architecture, Sub-theme: Modern-Art Deco.
- Theme: Technology, Sub-theme: Transportation.
- Theme: Business, Sub-theme: Shipping and Transportation.

Theme: American Ways of Life, Sub-theme: Occupational
and Economic Classes.

Theme: Painting and Sculpture, Sub-theme:
Realism, 1850 - 1926.

Theme: Social and Humanitarian Movements, Sub-theme:
Labor Organizations.

Among the Maritime Park's holdings are seven National Landmark properties. These include six vessels: the ferry EUREKA, the scow schooner ALMA, the schooner C.A. THAYER, the steam tug HERCULES, and the steam schooner WAPAMA, and the Aquatic Park Historic District. Two additional structures, the "Lewis" Ark and the Tubbs Cordage Building, are on the National Register of Historic Places.

The Park, with its predecessor institutions, is the oldest functioning maritime museum organization on the West Coast. Its collections, always centering on, but not limited to, San Francisco Bay, are the finest in this field. The library and archives collections, gathered since the early 1950s, are unequalled on the West Coast. The photographic collection, exceeding 250,000 images, is easily the best collection of maritime photographs in the Western United States.

INFLUENCES: INVENTORY AND ANALYSIS

Legislative and Administrative Requirements

SAN FRANCISCO MARITIME HISTORICAL PARK ACT OF 1988

SEC.2. (a) IN GENERAL — In order to preserve and interpret the history and achievements of seafaring Americans and of the Nation's maritime heritage, especially on the Pacific coast, there is hereby established the San Francisco Maritime National Historic Park.

The Act transferred from the Golden Gate National Recreation Area the maritime historical functions of that park, which were commonly referred to as the National Maritime Museum, and created a new historical park, to be focused solely on maritime history and preservation. The Department of Interior made clear to the committee that the Park Service does not manage national museums (House Report 100-73, Page 9), so the institution was to be a national historical park.

SALA BURTON

Public Law 100-348 which created San Francisco Maritime National Historical Park was signed by the President on June 27, 1988, which was also the birthday of the Park's first superintendent. The legislation had been proposed by San Francisco Congresswoman Sala Burton, however she died before it was formally introduced, and twenty-seven members introduced it on February 5, 1987, following her death. The legislation (House Resolution 1044) provided that the museum building be named in her honor. It did not make clear whether the existing building or a new museum structure was to be graced with her name. However, the existing building does not contain the facilities listed in the museum building designation.

SEC 2 (d) Museum Building — The building housing and displaying the marine collections, libraries, historic documents, equipment, and marine artifacts shall be named the "Sala Burton Building" and an appropriate plaque with this designation shall be prominently displayed as part of the structure.

MUSEUM BUILDING

Indeed the issue of the museum building proved so contentious at a House Subcommittee on National Parks that consideration of the legislation was delayed for almost a year. Proponents of using the entire Haslett Warehouse exclusively for a new Maritime Museum appeared before the subcommittee to seek such a provision in the legislation. At the recommendation of the subcommittee, the Congress adopted a provision that the Haslett Warehouse could be transferred from the Golden Gate National Recreation Area upon completion of a General Management Plan if the building "would promote the purposes of the park."

SEC 2 (a) If the Secretary of the Interior ... determines upon completion of the General Management Plan for the park, that the use of the property ... known as the Haslett Warehouse, would promote the purposes of the park, the Secretary may adjust the boundaries of the park to include that property after notification to the (Congressional committees).

The accompanying House Committee Report (Page 5) comments:

The Committee heard testimony that the Haslett Warehouse could serve as the museum facility for the new park but prefers the General Management Plan determine its suitability for that purpose.

TRANSFER OF LANDS

The current museum building and the remainder of the Aquatic Park area of the Golden Gate National Recreation area were transferred to the new San Francisco Maritime National Historical Park as depicted in a boundary map dated April 7, 1987, and numbered 641/80,053.

As most of the ships are berthed at the Hyde Street Pier rented from the Port of San Francisco, the legislation authorizes expenditure of Federal funds on improvements to berthing facilities and public access.

The usual provisions that public land in state and local ownership can only be accepted by donation is included in the law. (The Field Solicitor of the Department of Interior at San Francisco subsequently determined that this section prohibits the Park entering into a long-term lease for the Hyde Street Pier with the Port of San Francisco.)

GENERAL MANAGEMENT PLAN

The legislation directed that a General Management Plan be developed within two years at a cost not to exceed \$200,000. (This amount was subsequently increased through the appropriation process and completion of the draft plan was expected in late 1994 by the Denver Service Center.) The plan would include:

A description of all the resources of the park including cultural resources, vessels and collections.

Plans for the preservation, docking, public facilities and repair facilities for the vessels. The plan was also to identify the "location best suited" for the ships, apparently in response to criticism of the Hyde Street Pier location which is ex-posed to the perennial strong winds from the Golden Gate.

Plans for the location, preliminary design and estimated cost of public facilities including a museum building, visitor parking, and public transit access.

Plans for the interpretation of the historic vessels and park collections.

There is an implication both in the public law and the committee report — never bluntly stated, however—that the National Park Service could seek to move the ships to another location.

The House Committee Report (Report 100-73) accompanying the legislation contains such comments as:

The Committee intends that the General Management Plan should be prepared so as to carefully examine the alternatives for park facilities in order to ensure they best meet the needs of the preservation of the historic vessels and the park collections, and to provide the most appropriate visitor experience.

The committee strongly believes that determination of the historic vessels' permanent docking location should be made based on the best estimate of preservation and display of the vessels.

During the public hearings on the general management plan for the Golden Gate National Recreation Area during the 1970s, the option of placing the wooden vessels on the west side of the Aquatic Park Lagoon, in the protected lee of the Fort Mason bluff, had been proposed but the final plan accepted continuation of berthing both wooden and steel ships at Hyde Street Pier. At the subcommittee hearings, a proposal to move the park to China Basin in San Francisco was put forward, as the site is in calm waters and is sheltered from the winds.

HISTORIC FLEET PRESERVATION

The authorizing legislation directs that the General Management Plan address eight major vessels: the iron and steel sailing ship BALCLUTHA, wooden steam schooner WAPAMA, wooden three-masted schooner C.A. THAYER, wooden paddle ferry EUREKA, wooden scow schooner ALMA, steel steam tug HERCULES, steel paddle tug EPPLETON HALL, and the steel steamer JEREMIAH O'BRIEN.

The latter vessel, one of the last World War II Liberty Ships afloat, is under charter from the Maritime Administration of the Department of Transportation to the National Park Service. The SS JEREMIAH O'BRIEN was, and is currently, operated by a non-profit group, the National Liberty Ship Memorial, and was berthed at a Fort Mason pier of the Golden Gate National Recreation Area. The legislation permits the transfer of the vessel to the National Park Service.

SEC.4 (b) The Secretary of Commerce may transfer the Liberty Ship SS JEREMIAH O'BRIEN to the Secretary for inclusion in the historic fleet of the park.

When the Golden Gate National Recreation Area was established in 1972, provisions were made for the transfer of the fleet of historic ships owned by the state, and the assets of the private San Francisco Maritime Museum Association collections included the sailing ship BALCLUTHA and the paddle tug EPPLETON HALL. The actual transfers did not take place until 1977-78 and by then many of the vessels were in need of major restoration.

The situation had not improved a decade later and was one of the motivations for establishing a specialized maritime unit. The House Committee Report (Page 4) noted:

Insufficient maintenance performed on the ships because of lack of funds has resulted in major restoration work being needed.

The law limits the acquisition of additional ships. The Congressional authorizing committees must be notified 90 days in advance of "acquisition of any large historic vessel" The notification shall include the estimated cost of preservation, restoration and maintenance of the ship. However, no more ships can be acquired "until the Secretary has notified the Committees in writing that sufficient funds have been made available to maintain and preserve those vessels listed" in the act.

The Committee Report (Page 6) addressed the issue of the level of restoration of the vessels and rejected the proposal that they be returned to "seaworthy condition" because "their ability to move would take precedence over retention of their historic fabric." The Committee, however, was not "adverse to sailing the historic

vessels for short periods when such would not diminish their long term preservation."

SPECIAL REVENUE AUTHORITIES

The Park has the authority to acquire either by donation or purchase "such property as may be appropriate to carry out the purposes of this act, including vessels, heavy marine equipment and drydock facilities."

In turn, the Park may "lease any real or personal property, including vessels and heavy marine equipment such as floating drydocks, which is administered as part of the park" and to retain the net proceeds for "the maintenance, repair and related expense of the vessels and adjacent piers" [Golden Gate National Recreation Area Act — 16 U.S.C. 430BB-3(F)]. At present the Park leases its floating drydock AFDL-38 to a private operator.

The Park is also authorized to charge entrance fees to the ships and to rent the vessels to private groups and to retain the net proceeds for "the maintenance, repair and related expense of the vessels and adjacent piers."

ADVISORY COMMISSION

The act created an Advisory Commission of 12 members appointed by the Secretary of the Interior to "advise the Secretary on the management and development of the park". The secretary's designee (usually the Park Superintendent) must meet and consult with the commission at least two times a year.

The commissioners are nominated by:

National Maritime Museum Association - three members for four year terms. Governor of California - two members (one with professional expertise in maritime history) for four year terms.

Mayor of San Francisco - four members for terms of five years "with special consideration given to individuals with knowledge of museum and/or maritime issues and who represent the local fishing industry, recreational users, the business community and neighborhood groups."

Secretary of Transportation - One member for five years with professional expertise in maritime history.

Secretary of Interior - Two members with professional expertise in maritime history or historic preservation.

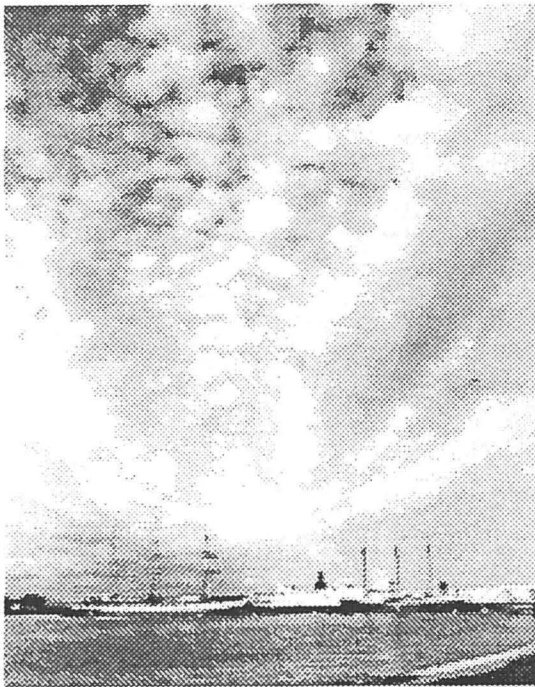
The commissioners may continue to serve after their terms have expired until a

successor is appointed, and the commission expires ten years after its first meeting. The commissioners serve without pay but receive travel expenses.

Resources

NATURAL RESOURCES

The Park essentially controls no natural resources. All land areas within the Park boundaries are landscaped parkland within an Historic Landmark District, roadway or pier area, man-made beach, or are covered by structures. The only grey area is the water area of the Aquatic Park Lagoon within the Park boundary. This area, contiguous with San Francisco Bay, is under the functional control of the Park in terms of regulating boat moorings, but the tideland area would be claimed by the State and the navigable portions are under the jurisdiction of the Department of Commerce. The Park exercises no functions that might properly be termed management of a natural resource.



San Francisco Bay does, however, offer potential for the interpretation of natural resources, including plant and animal life native to these waters. Interpretive presentations dealing with these themes are now being offered, and the potential for ecologically oriented presentations, combining natural and cultural themes, is being explored.

CULTURAL RESOURCES

The Maritime Park is composed entirely of cultural resources. Since its inception in 1950, its mission has been to identify and acquire resources illustrating and documenting the activities and achievements of seafaring Americans on the West Coast, to preserve these resources, and to communicate that heritage to this and future generations. The Park preserves, exhibits, and interprets rich collections of vessels, marine objects and arts, historic documents, and library materials to inform, educate, and entertain the public, and to advance maritime history. The collections are also made available for research, to further enrich public understanding of the maritime experience.

In general, the collections gathered here relate to the history of San Francisco-based civilian maritime operations. The period of concentration, however, is the era from perhaps 1848 to 1950, during which San Francisco was the central port of the Western United States, and therefore was vitally interconnected with most

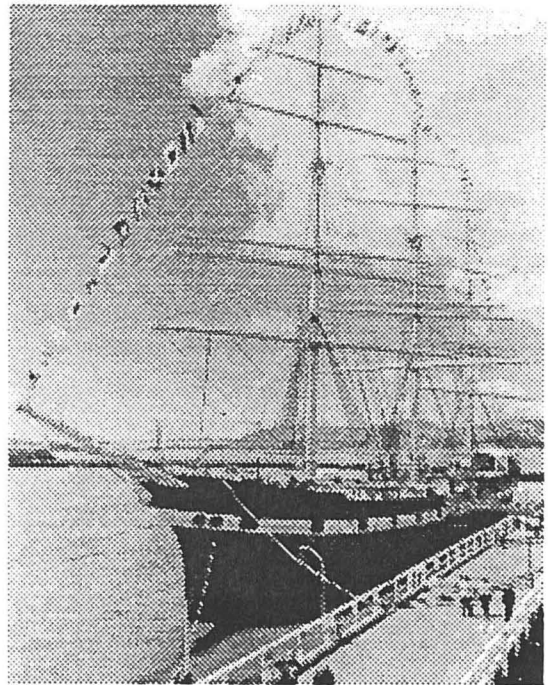
significant maritime operations on the whole of the West Coast. The Park's San Francisco location lends itself to an overview of maritime developments on the Pacific Coast as a whole, allowing for a legitimately regional approach to the Park's scope, without infringing on the prerogatives of more localized maritime historical institutions. The Park would ideally be a central repository for West Coast maritime lore, perhaps the institution best equipped to undertake preservation projects beyond the reach of other maritime historical institutions.

The cultural resources of the Maritime Park may be grouped under five basic headings: Major Vessels, Artifacts, Archives, Library, and Aquatic Park.

Major Vessels

In general, the grouping of large vessels assembled in the Maritime Park serves to represent the major areas of San Francisco-based maritime commerce during the closing decades of the 19th century. Seven major vessels are included in the collection as defined by the enabling legislation, with an eighth, the Liberty Ship JEREMIAH O'BRIEN currently under charter and authorized for possible inclusion in the collection. Seven of these vessels, all but the Tug EPPLETON HALL, have been awarded National Historical Landmark status. A ninth structure, the houseboat Lewis Ark is not normally included among the Park's major vessels, but should be considered in this group.

Ships are unquestionably the central artifacts of the maritime experience. If circumstances permit them to be preserved as museum pieces, ships can serve as powerful and evocative environments, offering visitors the chance for a real understanding of the conditions of maritime life.

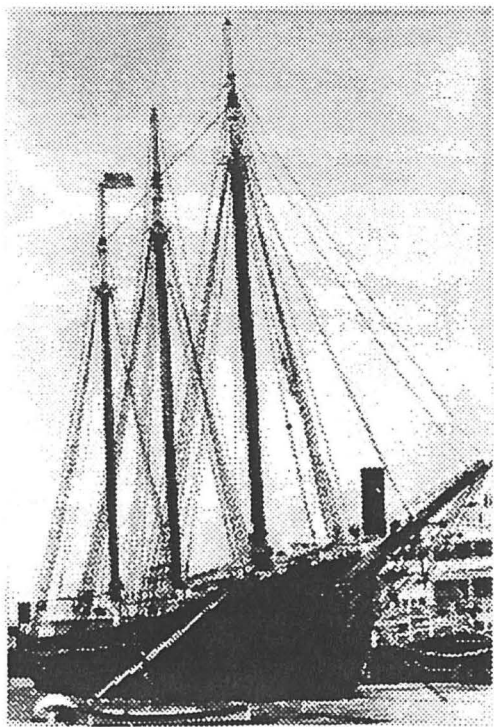


The BALCLUTHA is a steel-hulled three-masted full-rigged ship built at Glasgow, Scotland, in 1886. Her West Coast connection began with a series of grain voyages, made under British ownership, between San Francisco and various European ports. In 1899 she passed into Hawaiian ownership and shortly thereafter came under the American flag. In 1905 she was purchased by the Alaska Packers Association of San Francisco and until 1930 made yearly voyages in support of salmon fishing and canning operations. The ship represents the traditions of West Coast deepwater trade in square-rigged vessels.

BALCLUTHA is a wonderfully intact vessel, never having been down-rigged as were so many of the survivors of her era. She does suffer from a number of problems that require attention by the Park, in addition to her ongoing maintenance.

The most immediate is repair of the waterways at the edges of the main deck, and of associated wood and steel structure. This work is required to restore the watertight integrity of her decks and to prevent further deterioration of the structure in the lower portions of the hull. A reconfiguration of the ballast system will be required, in part to address ongoing deterioration in the existing non-historic wooden cribbing, caused by a wood-boring beetle infestation. Additional repairs will be required to the stringers, fore and aft members running along the sides of the hold, which have deteriorated through years of minor water intrusion. Some repairs to the steel plating above the main deck, including poop, fo'c'sle, and bulwarks will be desirable in coming years, assuming they can be sensitively planned.

The C.A. THAYER is a wooden-hulled three-masted lumber schooner, built at Fairhaven, California in 1895. She was employed in the coastal lumber trade, mostly from Grays Harbor, Washington, to San Francisco and Southern California, with occasional trips to the Pacific Islands and Mexico, until 1912. She then changed hands and was used in the Alaskan salmon industry as a supply vessel. She later was in the cod-fishing trade out of Washington State, making her final trip in 1950. The THAYER is most significant as an example of the hundreds of schooners designed for and used in the coastal lumber trade.

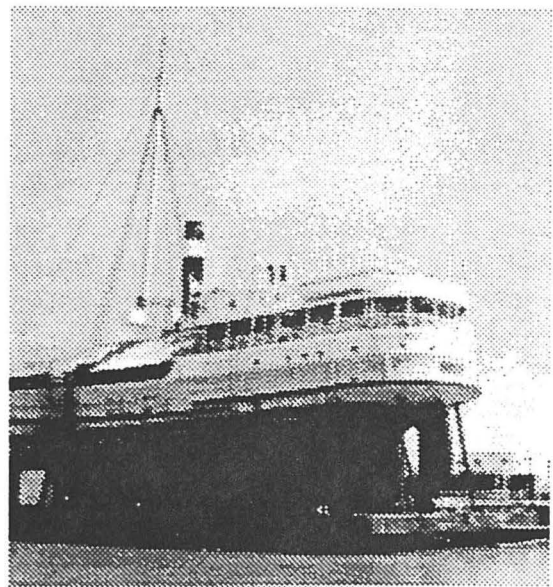


The THAYER has suffered extensive rot in all of the above-waterline structural timbers. To ensure her long-term preservation, an extensive structural rebuild will be required. The only other foreseeable alternative, preservation out of the water in a controlled and protected indoor environment, has not been judged a practical solution. The rebuilding work has been estimated at seven million dollars. The job will require up to two years of work out of the water on a suitable building platform.

The WAPAMA is the only surviving example of a West Coast Steam Schooner. She is a wooden-hulled steamer, with a triple-expansion reciprocating steam engine, built at St. Helens, Oregon in 1915. She worked until 1930 in the coastal lumber trade, carrying passengers and packaged freight as a profitable sideline. Between 1930 and 1937 she served on the San Francisco to Los Angeles passenger run, and then ran until 1947 on a passenger and freight run in Alaskan waters. WAPAMA is an example of a unique and highly specialized vessel type that superseded schooners like the THAYER in the West Coast coastal lumber trade. Since 1980, the WAPAMA has been maintained out of the water on a steel barge. She had become so badly hogged (the ends of the vessel sagging down) that it had

become impossible to maintain her watertight integrity. Initially seen as an interim step pending a full rebuilding of her structural members, out-of-the-water preservation is now seen as the only practical course for the vessel. A rebuild is seen as impractically expensive and intrusive on the historic nature of the vessel. The challenge, therefore, is to put the vessel into a protected situation, fully protected from damaging elements, suitably supported by a permanent framework, and cosmetically restored as appropriate. This work is estimated very roughly at 3.5 million dollars. The question of a site for the vessel, either ashore or afloat on the barge, remains unsettled, and will obviously have major impact on the eventual shape of the work.

The EUREKA is a wooden-hulled steam side-paddle ferry, rebuilt at Oakland in 1922 from the earlier UKIAH, which was built at Tiburon in 1890. She is powered by a single-cylinder steam engine of the walking beam type. This is the only example of this very early engine type - a design with origins in the 18th century - in a floating vessel in this country. At 300 feet in overall length, EUREKA is most probably the longest floating wooden structure in the world today. Owned by railroad interests and operated as a Bay passenger ferry throughout her career, EUREKA is representative of the long and important history of ferry service on local inland waters.



Following extensive shipyard work in 1993 and 1994, the EUREKA is in fair condition to the main deck level. Extensive work remains on deteriorated portions of the superstructure. This work is now under way by Park shipwrights. Further work will be required on the power plant and on various details of interior configuration.

The HERCULES is a steel-hulled ocean-going steam tug, powered by a triple-expansion reciprocating engine, built at Camden, New Jersey, in 1907 for San Francisco owners. The tug was intended for West Coast conditions and until 1924 was principally used in deepwater towing operations out of San Francisco. Between 1924 and 1962 she was employed on the Bay pushing railroad car barges. HERCULES has been restored to operational condition, and makes limited Bay Area port visits. She represents the West Coast tug boat tradition, and particularly the deepwater steam tugs which were the elite of that business.

HERCULES is now in operational condition, following years of dedicated work by Park volunteers and staff. In addition to ongoing maintenance, further preservation work on the hull plating and framing will be required in coming years. Replacement of the existing steel wheelhouse, installed during the 1940s, with a

replica wooden wheelhouse may be undertaken, if required NHPA approvals can be obtained.

The ALMA is a wooden-hulled scow schooner, built at San Francisco in 1891. Scow schooners, essentially sailing barges, were developed to carry bulk cargos on the Bay and Delta system, beginning as early as the 1850s and continuing until the adoption of gasoline engine vessels soon after the turn of the century. ALMA is the last original sailing scow in existence. The scow tradition was quite localized and was a unique and distinctive feature of West Coast maritime history. Extensively rebuilt, she is maintained in sailing condition and sails regularly for training and port visits. Aside from the need for careful ongoing maintenance, and the scheduled replacement of some bottom planking, ALMA currently presents no notable preservation challenges.



The EPPLETON HALL is a steel-hulled side paddle steam tug boat, built at South Shields, England, in 1914. She spent her working life towing coal vessels on the Rivers Wear and Tyne in Northern England. She was brought to San Francisco in 1969 under her own power after being rescued from a British scrapyard. Her twin single-cylinder "grasshopper" sidelever steam engines are a design dating

from the 1840s, and are similar to American engines in use on the West Coast into the 1860s. The boat was donated to the San Francisco Maritime Museum Association, and passed into Park Service hands with the rest of the Museum's collections.

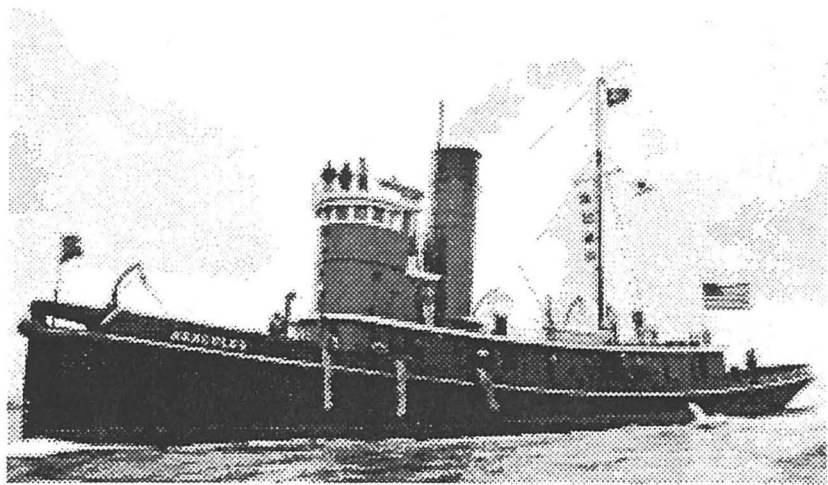
During her years under NPS management, the EPPLETON HALL has not received adequate levels of maintenance and is now in need of extensive work. An initial yard period to deal with immediate deficiencies in her hull structure is planned for 1994. Full restoration to active status and to an appropriate historical configuration is currently in the planning stage. Costs for these objectives might be anticipated to approach one million dollars.

The JEREMIAH O'BRIEN is a steel-hulled cargo steamer of the World War II Liberty Ship class, built in Maine in 1943. She is one of only two intact examples of the more than 2,500 Liberty Ships built. She is powered by a triple-expansion reciprocating engine, a type obsolete by the 1940s, but adopted for the emergency fleet due to simplicity of building and operation. Laid up shortly after the war, the O'BRIEN has been very little altered since her wartime service. She is a fitting artifact to represent one of the high points of the American Merchant Marine. The ship is currently owned by the Maritime Administration and is chartered to the

Maritime Park. She is maintained under a co-operative agreement by the non-profit National Liberty Ship Memorial.

The O'BRIEN's fully operational condition is evidenced by her current voyage to the D-Day reenactment in June 1994. The primary issues affecting Park planning for the vessel relate to her ongoing maintenance and the mechanism for her management in years to come. There is every indication that the current volunteer organization will not be able to continue with her management indefinitely. Options for her future include full integration into the Park collection, management by the National Maritime Museum Association, probably with continued participation by current staff and volunteers, or operation by some other entity. The D-Day voyage has contributed to the international prestige of the vessel. Continued maintenance of the vessel in operational condition is highly desirable, and an appropriate formula to accomplish this end must be developed upon the vessel's safe return to the Bay.

The Lewis Ark is an excellent example of a Bay Area house-boat of the type built around the turn of the century for use as summer family hide-aways, moored in Belvedere Lagoon. The origins of the Park's vessel are somewhat obscure, but it is presumed to have been built around 1890 in Marin



County. It is largely intact, with a number of built-in furnishing elements in place. Some later elements have been identified and should be removed following further study.

The Ark has been out of the water since the 1920s, and is currently exhibited dry on Hyde Street Pier. While the hull is essentially sound, a considerable level of repair and replacements would have to be made if the vessel were to be refloated. Strong consideration should be given to this option, as from an interpretive prospective, the vessel would be more readily understood in its original element and is made accessible for boarding by the visiting public. This option might also make for more effective use of the limited pier surface area.

Artifacts

The Maritime Park has benefited from collecting efforts in the area of West Coast maritime history begun as early as 1939, and pursued vigorously between 1950 and 1978 by the San Francisco Maritime Museum Association. The State Maritime Historic Park, active between 1957 and 1977, focused principally on major

vessels but added significantly to artifact collections. Since 1978, the NPS, acting first through the Golden Gate N.R.A. and later through the Maritime Park, has continued to collect in the field, largely through donated materials. There are currently approximately 30,000 items accessioned in the Maritime Park museum objects collections. Existing space for storage of artifact collections is now fully exhausted, leaving many items in sub-standard storage conditions.

Vessel Structure and Equipment

Among the most extensive Park collections are vessel parts and equipment. The bulk of this material is from sailing vessels of the later 19th and early 20th centuries. The presence of many abandoned sailing vessels in various corners of the Bay Area led to extensive collecting during the 1950s. These items range from very large sections of vessel structure, to pieces of gear such as blocks and belaying pins. Only a fraction of this material is currently displayed, but much of it lends itself to display, either in an environmental mock-up context or as individual examples of highly developed traditional technology. Much of the material will function principally as study collection, offering researchers multiple variations of similar functional objects. A number of the objects, especially the larger pieces and objects composed of a mixture of materials, present storage and conservation challenges.

Among the larger pieces deserving of special note, are the stern paddle wheel of the riverboat PETALUMA, the stern of the brigantine GALILEE, the stern of the iron bark OTAGO, the deckhouse of the tug SEA FOX, the wooden square-rigged mast section from the barkentine CITY OF BEAUMONT, a riveted steel bearing beam from the ferry EUREKA, the stern of the scow schooner CHARLES W., sections of bulwark from the schooner CAROLINE, and sections of raised poop plating from the British four-masted bark SOMALIA.

Engines and Machinery

A related collection area is engines and machinery, mostly relating to vessels. Notable pieces include several steam propulsion engines in addition to those in the major vessels, a growing collection of gasoline and diesel engines (the Bay Area being an early national center for internal combustion marine engines), a good grouping of deck machinery such as winches and capstans, both steam and manual, and an operational steam donkey engine. The very nice collection of historic automobiles displayed aboard the EUREKA might be mentioned here, as might the small collection of cargo handling vehicles, including a four-horse heavy cargo dray. A collection of ropemaking machinery from the Tubbs Cordage Company of San Francisco offers the potential for an exciting operational exhibition, given expanded space. The lack of a conservation shop suitably-equipped for large artifacts limits Park efforts to maintain or upgrade the condition of these items.

Fine Arts

The Maritime Park holds an extensive collection of fine arts materials including oil paintings and works on paper, and a more limited collection of sculpture.

Some 173 oil paintings are cataloged in the Park collection. These range from large, well executed pieces by recognized marine artists, to paintings that derive from folk art. The collection has rarely had the benefit of sufficient funding to purchase paintings of the highest fine art caliber, and only perhaps two dozen of the Park's oils are of this quality. The bulk of the paintings are ship portraits, some very literal, wooden icons, but some very lively and lifelike, when executed by practiced artists. In general, the park has tended to collect art more on the basis of historical content of the images than of excellence in technique and expression. Many of the paintings require conservation treatment before they can be displayed.

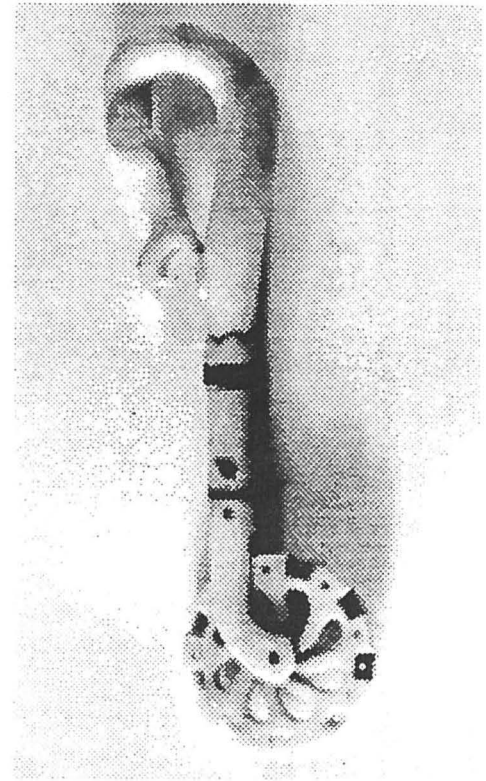
The collections of works on paper include watercolor paintings, illustrative drawings, and prints of virtually all media. As with the oils, the quality of the material varies widely, with relatively few extremely valuable individual pieces. The material shows a similar concentration on items illustrative of aspects of maritime history, rather than a pursuit of high art for its own sake. Most of the material is unframed and stored flat in adequate circumstances. Cataloging, however, is often minimal, making access difficult.

The small sculptural collections include two very nice Bufano animal sculptures, transferred from the City with the Aquatic Park Building, and the best of the figureheads and other ship carvings, which may be considered to have transcended merely decorative art. Virtually all of the larger carved wooden pieces need further conservation treatment.

Small Craft

The Park holds approximately 90 cataloged small craft of various descriptions. These include boats associated with the major vessels, such as lifeboats and work skiffs, an interesting grouping of double-ended fishing boats of the San Francisco-based Italian tradition, a good selection of specialized local workboat and recreational types, and various examples of earlier one-design class sailing boats. The Park has produced a number of replicas, either directly or through contracts, of boats which were too deteriorated for restoration or display.

The small craft collections suffer from a lack of visibility, as existing exhibit space



allows very few boats to be displayed. The popularity of activity in and around the small craft shop on the Pier, where boats are built or worked on, is an indication of the public interest in the small craft.

Small craft are generally defined here as vessels of 30 feet or less, able to be hauled out by a lift and transported by trailer. Their size and portability make for a flexibility in options for treatment, handling, and exhibition not possible with the major vessels. The small craft collections are a vital and growing part of the Park resources with great interpretive and programmatic potential.

Models

Ship models are generally one of the strongest of the Park's collection areas. Holdings include some superb examples of the modelmaker's art, most of them solidly relevant to the Park's subject area. Dozens of lesser examples, ranging from commercially produced models to sailor-made pieces, are important as illustrations of significant vessels and as examples of maritime culture. There are some notable gaps in the collection in terms of the representation of all relevant vessel types. These gaps may have to be made up through commissioned works as needs are identified in planning for expanded exhibits. The existing collection remains, however, an area of excellence.

Tools and Instruments

Collections of maritime-related tools and instruments are generally quite good. Among the better groupings are wooden shipwright and joiner tools, and riggers' and sailor's tools. Tools relating to steel shipbuilding are not well represented. Navigational instruments are generally an area of strength, except that recent developments in electronics are not well represented. Instruments related to steam engineering are quite good.

Decorative Arts

Collections under this heading include the bulk of the ship carvings, the vessel nameboards, some of which are quite elaborate, traditional seamen's fancy ropework items, decoratively finished or finely executed vessel cabin fittings, and various items of decorative glasswork. There are some spectacular pieces among these collections, and taken as a whole they provide a good representation of decorative motifs in the maritime community of the Park's core period.

Furnishings and Personal Gear

Collections include the following: clothing and uniforms; personal items either purchased for shipboard furnished spaces or, more rarely, associated with known individuals; period furnishings—dishes, cooking gear, and bottles and containers, some of these associated with known vessels or shipping lines; and seamen's bags and chests. The sea chest collection is very extensive and good. Other collections in this area tend to be somewhat haphazard and spotty. Material relating to the after cabin is better represented than that relating to common seamen.

Historic Documents

Materials managed by the Historic Documents Department include archives and manuscript collections such as business and personnel records and papers, photographs and film, engineering plans and drawings, and charts and maps. As with the museum objects collections, this material represents the collections of all predecessor institutions, as well as material acquired during the NPS period. Historic Documents has been a department distinct from the Library since 1984, and since that time collections have consistently been managed according to archival, rather than bibliographical principles, retaining as far as possible the identity and original organization of collections, rather than integrating items from collections into general subject classification systems. In keeping with NPS policy, archival collections are managed as part of the museum collection and are cataloged into the ANCS system. Reference use of Archives is managed by the library. A single subject thesaurus is shared by the Archives and library, so that reference access is consistent.

The documents collections include some 1,500 linear feet of material, including some 4,000 vessel log books and sea journals. Material relating to predecessor institutions is included in this total. Notable collections include material from the Alaska Packers Association of San Francisco (former owners of the BALCLUTHA), from the Dollar and American President Line Steamship Companies, from the David W. Dickie Naval Architectural office, and from the Tubbs Cordage Company. There are a great many smaller collections from a variety of individuals and organizations active in maritime areas.



The aim is to describe each collection in an inventory and index for vessel names, personal names, organizational names, subjects, and document types. Index terms from all collections are integrated into a master index for the repository, so that researchers can find the collections useful to their work. Planning for the future includes disseminating information about collections in an OPAC - a local on-line interactive public access system - and for use outside the Park, in one of the national on-line bibliographical databases. Somewhat more than half of the current material has been fully processed. Full processing of collections proceeds slowly at current staffing levels. Space for storage of document collections is now fully exhausted.

The Park photographic collections are unquestionably the finest collection of maritime photographs west of the Atlantic Seaboard. Photograph collections include more than 300,000 images documenting maritime activities, primarily on the West Coast. Among these are some 30,000 glass plate negatives and 20,000 nitrate negatives. The Park also holds some 150,000 feet of motion picture film. The Park photographic laboratory is equipped to copy and reproduce most forms of images. In addition to conservation and reproduction work for Park units, the lab produces prints to order by outside customers at a low market price.

The Park also began managing the photographic collections according to archival principles about 1984. Previously, photographic images, regardless of source, were separated and arranged in a one classification according to geographical location and type of view. Indexes provided additional access by name of vessel and vessel type. This system, accompanied by its index card file, was retained for older collections, but collections processed after 1984 have been retained as collections, according to the source that created or assembled them. Individual images are described as part of the parent collection. Each collection and its component parts are described in an inventory and indexed for vessel names, vessel types, personal and organizational names, subjects, and places. These index terms are cumulated into master indexes for photographic collections. Approximately half of the post-1984 collections have been fully cataloged at the item level, with various levels of access to the remainder. As with the documents, planning for the future includes providing both local and national on-line interactive access to all collections. Ultimately, technology may provide means for direct access to digital reproductions as well as descriptive data.

The Park holds an estimated 120,000 sheets of engineering plans and drawings, dealing almost entirely with vessels, the great bulk of them West Coast-built. The largest single collection is the plan archive of the Union Iron Works/Bethlehem Steel Shipyard of San Francisco, with material dating from the 1850s through the 1960s. This uncataloged collection may include up to 60,000 sheets. Another large and notable collection is the archive of the Moore and Scott yard of Oakland. A small group of great significance is the plans of the Hall Brothers shipyard of Port Blakely, Washington, including very rare lines and rigging plans by possibly the most accomplished builders of West Coast schooners and barkentines. The collections also include a wide range of drawings collected by J. Porter Shaw and William Muir, focusing on West Coast Vessels, but including interesting oddities. All plans of the Park's vessels and Park-related site plans are held in the drawings collections.

Only an estimated ten percent of the plans collection is fully processed and available to researchers. Full access awaits both space to process and store the plans properly in accessible flat files, and staff to preserve and catalog them. The plans collections present the greatest example of unrealized potential among the Park's holdings.

The Park holds an estimated 5,000 sheets of maps and nautical charts. The great bulk of these are 20th and late 19th century printed charts, focusing on the West Coast, but with a fair world-wide representation, as would seem appropriate in a collection of this kind. There is a fair sprinkling of older material, including some hand-drawn West Coast charts and some charts showing voyages by known vessels. Cataloging of charts exists at an adequate level for much of the collection, but more work is required for real completion.

Library

The Library is principally concerned with published materials in the field of Pacific Maritime History, including books and periodicals. Approximately 21,000 books and 500 periodical titles are now available. Other notable collections include some 500 taped oral history interviews, a good collection of sea music recordings, and a valuable collection of scrapbooks and pamphlet files.

The scope of the Library's collections is wider than that of the Park as a whole, in part because acquiring, cataloging, and maintaining books is relatively less problematic than other collections, and because research in maritime history frequently demands more than a regional orientation for meaningful conclusions.

Space for storage of Library collections is now exhausted for all practical purposes, and this issue must be addressed if the collection is to retain its standard of excellence into the future.

In addition to virtually all standard works on maritime history, highlights of the book collections include complete runs of all major shipping registers published in English, the Barbara Johnson whaling library, the libraries of historians John Lyman and J. Porter Shaw, the World War II naval history library of Dr. Dean Mawdsley, and the fruits of almost forty-five years of collecting in the field. Cataloging uses the Library of Congress classification system, with subject headings expanded and modified to provide a more precise access tool for maritime history.

Begun by Karl Kortum in the early 1950s, the oral history collection includes interviews with the last generation of seamen in commercial sailing vessels, as well as steamer and inland seamen, and other individuals related to the maritime field. Some of these tapes have been transcribed, but lack of staff time has limited transcription, preservation, copyright resolution, production of user tapes, and indexing and cataloging, allowing only partial access to this very valuable resource.

The Library has approximately 500 cataloged periodical titles, and receives approximately 150 current periodicals. Very valuable back runs exist for a great many periodicals including Pacific Marine Review, Yachting, Rudder, and Pacific Shipper. Several newspaper runs and a number of indexes are available on microforms, a very valuable resource for what are usually the only contemporary ac-

counts available of maritime events.

Scrapbooks of newspaper and clipped magazine material, and pamphlet files, including an amazing variety of information forms, have been kept since the early 1950s, forming a most valuable research resource, focused on local maritime affairs.

Aquatic Park and Historic Land Structures

Aquatic Park, designated a National Historical Landmark District in 1987, was completed in 1939 as a city park, oriented to aquatic recreation. The significant features of Aquatic Park consist of the Bathhouse or Casino Building, concrete bleachers on either side of the building, fitted with shower facilities and storage space underneath, two ornate speaker towers, two freestanding restroom structures, one with a food service concession facility, a cobblestone seawall, and the curving concrete Muni Pier (within the boundary of the Golden Gate N.R.A.) with an unfinished restroom structure at its outer end. All of the Aquatic Park structures share a distinctive Art Moderne architectural motif, and form a coherent district. An additional block of land to the east, the "Victorian Park", was developed by the California State Parks during the early 1960s in conjunction with Hyde Street Pier. This block was included in the Historic Landmark District, without apparent justification.

The Bathhouse Building is notable not only for its striking exterior design, but for its lavish interior decoration. The building is modeled loosely after the superstructure of an ocean liner, painted white with nautical stainless steel handrails, both ends rounded, and sporting round windows in the form of portholes. The interior of the main floor features murals of undersea life, while the second floor features a nautical motif in polychrome paint with relief elements.

The building has suffered from water intrusion through the roof and window frames. A plan has been developed through the Western Regional Office to address these problems and those of the nearby bleachers, at a cost of approximately 4.5 million dollars. Alterations made to the second floor in the 1970s have damaged and concealed original decorative elements, and will have to be reversed if the building is to be restored to its original appearance.

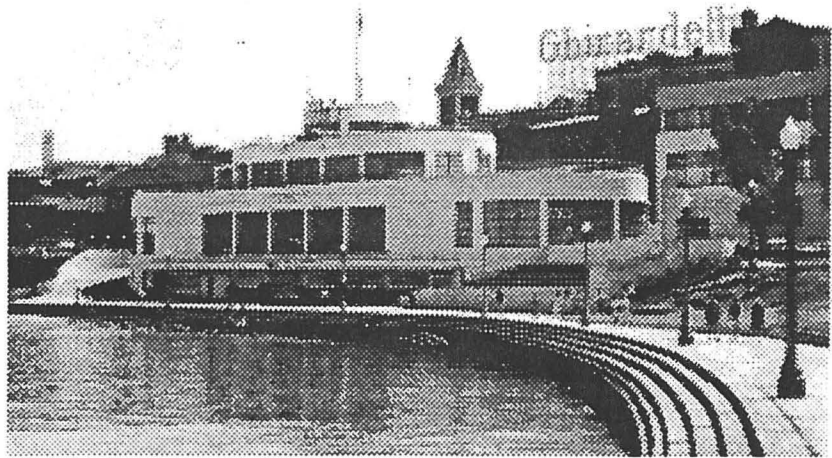
The Bathhouse Building has functioned as the Maritime Museum exhibition building since 1951. A portion of the building, including the Bay View Room on the east end of the main floor, and much of the beach-level basement, has been occupied since 1949 by the San Francisco Senior Center. Other portions of the lower level house the Park exhibit shop and the photographic laboratory. Portions of the bleacher structures on either side of the building were designed as shower rooms and functioned as public showers until 1990. Problems with maintenance, policing, water consumption, and the deterioration of the facility forced closing of the showers at that time. The eastern end of the bleachers are

now used as a Park metal working and electrical shop. The bleachers suffer from water intrusion and will require extensive work if they are to be sealed effectively. The bleachers see some degree of recreational use, most notably as a site for spirited bongo and conga drumming on sunny weekends.

The two freestanding "roundhouse" restroom structures are functional in this role, although both are somewhat deteriorated. The food service stand in the western roundhouse was closed in 1990 when it was determined that there was a potential for sewage contamination of foods stored on the lower level of the structure. The cost of repairs was prohibitive to what had long been a marginally profitable operation. The food service space is now unused.

The two speaker towers have no apparent structural problems. Rebuilding contracts for a portion of the seawall, to the north and west of the Casino Building, were carried out successfully in about 1987, and the seawall shows no immediate problems.

The southwestern portion of the Aquatic Park area is devoted to bocce ball courts. Six courts, two protected by a roofed structure on concrete pillars, were erected in 1960, replacing earlier courts dating from the 1940s. In



1993 the roof of the protective structure was entirely renewed, and the number of courts reduced to the two covered by the structure. The Park has a use permit in force with the bocce ball players group. The area of the four abandoned courts, and the surrounding level area, are now being re-landscaped. Plans are being formulated to install a children's play area adjacent to the courts.

The Aquatic Park beach, created in the late 1930s with sand brought in from the excavation for the Union Square Garage, has historically suffered from erosion, the sand being swept by wind and current from the west end toward the eastern end. Periodic efforts to shift sand back to the west using earth moving equipment have been only marginally successful, and the beach is much reduced from its historic proportions. Attempts made in the 1950s and 1960s to reduce this effect, using piling and board barriers and a rock breakwater, proved ineffective. The solution would seem to involve at least twice yearly relocation of sand, combined with periodic infusions of new sand.

At the east end of Aquatic Park beach lies a parcel of land which was retained by the San Francisco Department of Parks and Recreation when Aquatic Park as a whole was transferred to the NPS in 1978. Two rowing and swimming clubs, the Dolphin Club and the South End Club, occupy most of this parcel. The clubs lease the land area from the city. The buildings belong to the clubs. A major addition to the Dolphin Club was completed in the late 1980s. Both buildings date from at least the 1890s and may be eligible for National Register status, although they are not under NPS jurisdiction. The clubs had occupied the western corner of the Aquatic Park Lagoon, and were moved to their current location in 1938, to accommodate completion of the Aquatic Park complex. Immediately to the east of the South End Club is a small triangle of beach area which is part of the City parcel. As access to this beach area can only be had through the entrance to Hyde Street Pier, the area functions as a part of the Hyde Street Pier facility. It gets light recreational use and is sometimes used by the Park as a small craft landing and launching area.

Across Jefferson Street from the South End Club, at the southwest corner of Jefferson and Hyde, stands a small concrete sewage pumping building, erected by the City in 1948 and now surplus. The Park has secured permission to remove this structure and is now arranging for a contract to accomplish this.

The Sea Scout Base, located at the western end of the Aquatic Park seawall, occupies a concrete slab pier structure built by the Army in about 1943. The Sea Scouts have used the site since Aquatic Park was returned to City control in 1948. The Aquatic Park National Register and National Landmark applications concluded that the Base was not an historically significant feature of the District. The Sea Scouts have occupied the space under a use permit since the NPS takeover of the area. In view of the decline of Sea Scout activity in recent years, proposals have been made for altering the use permit to allow some form of joint use of the space between the Scouts and the Maritime Park. These proposals are under discussion at this time.

The Haslett Warehouse Building is a four-story unreinforced brick and timber structure, built between 1907 and 1909, occupying a half city block area bounded on three sides by Jefferson, Hyde, and Beach Streets. It was built as a warehouse used in conjunction with a fruit cannery immediately adjoining. The facility was originally sited at this location to facilitate shipment of goods by waterborne transport. The building was placed on the National Register of Historic Places in 1974 and is #12959 on the List of Classified Structures. It has long been proposed as a new site for the main exhibition facility of the Maritime Park. The building is now owned by the NPS, and is administered by the Golden Gate N.R.A. Although not currently among the resources allocated to the Maritime Park, the building is included in the enabling legislation with the provision that if it is determined to be feasible for use by the Maritime Park, through the General Management Plan, it will be transferred from G.G.N.R.A. It is therefore appropriate for discussion here.

The building was purchased by the California State Park System in the early 1960s for use as an exhibition facility in conjunction with the historic ships displayed at Hyde Street Pier. As this usage was blocked by a lack of funding, the upper three floors of the building were leased to a private developer for rental office space, and the ground floor retained as storage and shop space for the historic ship operation. The building was transferred to NPS ownership with the rest of the State holdings in 1977. In 1986 seismic and life-safety deficiencies forced the abandonment of the rental office use of the upper floors and the relocation of the ground floor shop. Storage use has continued on the ground floor. As noted above, the building continues to be administered by Golden Gate N.R.A.

In 1986 an NPS-funded study of the potential of the building was undertaken by Page, Anderson and Turnbull, resulting in a Draft Historic Structure Report. Estimated costs for conversion to museum use were so high, and a recommended alternative for commercial development of the space so poorly received in public meetings, that this report led to no further action.

In 1993, as part of the General Management Plan, then under development, and following the mandate of the Maritime Park enabling legislation, a new study was undertaken by Architectural Resources Group, through the Denver Service Center. This report is to be included in the General Management Plan due for completion in late 1994. This study recommends that the building be included in the Maritime Park, and become the primary exhibition facility at such time as it is economically feasible. The plan lays out three scenarios for costing purposes: immediate full museum use, a mixed commercial and museum use with a museum emphasis, and a mixed use with a commercial emphasis. In each scenario, full museum use is seen as the final end point of development. In each case, building shell costs are estimated at about 17 million dollars. Exhibition development costs are estimated at between 14.8 and 10.2 million for immediate full-use, descending to 5 to 7 million and 3 to 4.3 million for the lesser options. The mixed use options assume that a commercial developer will provide a proportional share of shell costs.

While the financial implications of any move to incorporate the building into the Maritime Park operation are daunting, the potential benefits of the space for Park exhibition use are so compelling that planners are virtually obliged to pursue every possible option that might lead to a realization of that potential.

Any use of the building must comply with guidelines for the adaptive reuse of a National Register property under Federal control. In the case of use by the Maritime Park for exhibition space, the historic attributes of the building are, overall, most advantageous. Although NHPA compliance would have some limiting effect on design options, the use of a turn-of-the-century maritime-related commercial building could hardly be more appropriate to the subject matter of the Maritime Park.

Located on Hyde Street Pier is the small wooden-frame Tubbs Cordage Building, approximately 25 by 30 feet in plan. This building was acquired by the State Park System in the 1960s and moved to the Pier from its original site at 22nd and Illinois Streets in San Francisco. It is listed on the National Register of Historic Places, and is currently used as the Park's Ship Department office space. The building has been moved repeatedly within the Pier area. It has no apparent structural problems and is in generally good repair.

The ferry gantry structure located on Hyde Street Pier is a loose reproduction of a similar original structure, erected by the State Parks in the 1960s. Some hydraulic ram equipment from the original structure remains on the Pier, but the existing gantry would not seem to qualify for National Register status.

The deckhouse of the "Miki-Miki" class tug SEA FOX is also located on the Pier. Although a sizable piece, approximately 30 by 12 feet in plan, it is properly treated as an artifact rather than an historic structure, as it is essentially a fragment of a larger structure. The deckhouse is currently used as office space for the volunteer program. A consumptive use authorization request should be submitted for this item.

Hyde Street Pier itself has been so extensively altered for Park use that it lacks the integrity required for inclusion on the National Register.

Land Use Trends

TRENDS WITHIN THE PARK BOUNDARIES

Historic Trends

Prior to about 1920, the area now known as Aquatic Park was known as Black Point Cove. The area was designated as a military reservation in conjunction with Black Point proper in Fort Mason, but was never occupied for this purpose. Some degree of industrial development began in 1857 with the erection of a private water system pumping station and a woolen mill in the southwestern corner of the property, followed in 1867 by a smelting works to the east, on the site of the Haslett Warehouse building. With these exceptions, however, the area remained largely free of commercial development. Black Point was essentially beyond the limits of the commercial development of the City's waterfront. The seawall, which for years after its building in the late 1880s defined the limits of the working waterfront, had its western terminus at Powell Street, seven blocks to the east. Pier 45, built in the 1910s, was the final western extension of shipping pier development. The area to the west of Pier 45 was given over to the fishing fleet. The Haslett Warehouse, built beginning in 1907, was apparently served by a bulkhead berthing area, which was replaced in 1922 with the building of Hyde Street Pier, designed to serve a new auto ferry service to Marin County. Hyde Street Pier was the westernmost outpost of commercial maritime development on the waterfront.

An extension to the waterfront Belt Line Railway was built across the shoreline of the cove in 1913, designed to serve the Army's Fort Mason terminal and the development of the World Fair site in the Marina District. A trestle was built over the western corner of the lagoon and the line ran west through the Fort Mason tunnel. This line, somewhat reconfigured in the 1930s, is still in place.

Black Point Cove, meanwhile, had come to be seen as an area for recreational use. As early as the 1850s, the cove had been used by swimmers, and the first of several bathhouses was built in the early 1860s. The cove's bathhouses expanded and prospered through the 1880s, until eclipsed by the development of indoor swimming pools in the mid-1890s. By 1900, however, the western end of the cove was home to three rowing and swimming clubs, two of which survive to this day. Based on German-speaking social organizations, the Dolphin and South End Rowing Clubs were to be instrumental in pushing for formal recognition of the cove as a recreational preserve.

First proposed as early as the mid-1860s, the idea of using Black Point Cove as a city park gained momentum in 1909 when a bond issue proposition to develop an aquatic park, backed largely by the rowing clubs, was put to the voters. This proposition was defeated, as was a similar measure put forward in 1912. The San Francisco Board of Supervisors lent support to the park idea in 1914, calling for a halt to any proposed development in the area, and in 1917 made a deal with the Southern Pacific Railroad, which had acquired control of about a third of the cove, to trade that parcel for lands south of Market Street. The rest of the land area was purchased by the City in a number of smaller parcels between 1918 and 1928. A plan for development of the cove as a park was first drawn in 1920 by Civil Engineer John Punnett at the direction of the Board of Supervisors. In 1922 the cove was placed under jurisdiction of the City's Board of Park Commissioners. A new plan, drawn in 1923, showed two curving piers enclosing and protecting the cove. The vestiges of this plan are reflected in the current Muni Pier. Another bond issue proposition, to build to the 1923 plan, was again put forward and defeated in 1928.

Construction of what was now called Aquatic Park began nonetheless in 1931, with a \$100,000 appropriation by the Board of Supervisors. Work on the Muni Pier started in 1931 and was finished by 1933. A lack of further funding, however, brought the project to a virtual halt. Some progress on the building of the seawall was made using State relief funding in 1934 and 1935. The decisive breakthrough came in 1935 when the Federal Works Progress Administration (WPA) agreed to build the project. William A. Mooser III was selected to prepare final plans for the project. During the construction, in 1938, the rowing clubs were moved to their current location at the eastern corner of the lagoon. Although plagued with delays and missteps, the project was completed, substantially as it now exists, in January of 1939.

Lacking any very clear understanding of just what use the central Bathhouse structure was to serve, the City leased the space to a restaurant operation. This led to some alterations in the building design during the construction. A combination of public outcry at the private use of the structure and shady dealings on the part of the operators led to cancellation of the lease at the end of 1940. The beach and the shower facilities were open and enjoyed some popularity. For a brief period in 1941, the building was used for display of the maritime collections gathered initially for the 1939 Worlds Fair by the Museum of Science and Industry. These collections were later to form the basis of the exhibits of the San Francisco Maritime Museum. In early 1942, however, in the aftermath of Pearl Harbor, the entire complex was turned over to the Army for use as an air defense headquarters. It was not returned to the City until 1948. During the Army period, the concrete slab pier structure that now serves as the Sea Scout Base was built in the western corner of the lagoon, to serve the anti-submarine-net boats.

On the east side of the lagoon, Hyde Street Pier was constructed in 1922 for the Golden Gate Ferry Company and was expanded to four slips by the end of the decade. The Golden Gate service was purchased by Southern Pacific in 1929 and service continued from the Pier until 1938, when the opening of the Golden Gate Bridge ended the need for Marin auto ferries. The pier was used again for wartime ferry service to the Sausalito shipyards, but after the war was abandoned and unused.

After the City Parks Department regained control of Aquatic Park in 1948, the shower facilities were reopened and a small maintenance crew assigned to the Bathhouse. Use of the concrete pier on the west side of the lagoon was assigned to the Sea Scouts, a division of the Boy Scouts of America, Bay Area Council. In 1949 the San Francisco Senior Center moved into portions of the Bathhouse building, including the Bay View Room, at the east end of the main floor as well as the western portion of the lower level. The remainder of the building was occasionally rented for private parties. It was apparently popular for wedding parties in the African-American community, whose access to private halls was limited. The uppermost space, or penthouse, was apparently used as an informal drinking club for local politicians and hangers-on.

In 1950 the City granted the use of the Bathhouse Building to the newly-established San Francisco Maritime Museum Association. The Museum paid a nominal rental and shared the building with the Senior Center. Custodial and maintenance services were provided by the City. The exhibitions of the new museum were opened to the public in 1951. The penthouse space was used as the museum office, while portions of the lower level shower space were used for collections storage and exhibit development. Space under the western portion of the bleachers was also used for collections storage. In 1956 the old restaurant pantry on the second floor was converted for use as a library.

Public recreational use of Aquatic Park continued at a fairly low level throughout

the 1950s and 1960s. The shower facilities remained open and the City provided a lifeguard service. Intermittent contamination by sewage overflow led to a formal ban on swimming in the lagoon, a ban rarely observed by the hearty band of habitués. The sewage problem was not fully solved until the completion of a new city-wide sewage project in the mid-1970s. The undeveloped area to the east of Aquatic Park was used informally as a parking lot, and was the site of early civic art festivals in the mid-1950s. Use of the southwestern corner of the park for bocce ball courts apparently developed informally in the late 1940s and was regularized in 1960 with the building of a roofed structure and six courts.

The lagoon was used most notably during the 1950s and early 1960s by the Sea Scouts. This period saw the high point of their operations, with as many as six sizable powerboats and eight sailing whaleboats moored in the lagoon. Use of the area by the rowing clubs continued both in swimming and rowing activities.

In 1957, following years of planning and agitation by the Maritime Museum Association, the California Legislature was persuaded to establish the San Francisco State Maritime Historical Park, to be based at Hyde Street Pier. The Pier, owned by the San Francisco Port Authority, was leased to the California Department of Parks and Recreation, and refurbishment for park use began about 1961. The undeveloped block to the east of Aquatic Park was given to the State by the City and was developed as the current Victorian Park. This involved the relocation of the Hyde Street Cable Car turntable from the intersection of Beach and Hyde into the new park. Four historic vessels were acquired for display. The steam schooner WAPAMA, the schooner C.A. THAYER, and the scow schooner ALMA were purchased, while the ferry EUREKA was transferred from the Museum Association, which had received it from Southern Pacific. The vessels were initially assembled in Oakland for preliminary restoration and were moved to Hyde Street Pier for the opening of the new park in 1963. The Haslett Warehouse Building was purchased by the State Parks in 1960 for use as museum space, but was never developed. The building was used as rental office space, with park shops and storage on the ground floor, until 1986 when seismic deficiencies forced its abandonment.

While the development of Victorian Park and Hyde Street Pier lent a sense of completion to the Aquatic Park area, visitation figures for the new park were consistently disappointing, and the inability of the State to develop a museum in the Haslett Building, largely because of financial considerations, undermined the potential of the project. Maintenance of the historic ships proved both more difficult than initially anticipated. By the early 1970s, as planning developed for the Golden Gate National Recreation Area, the State was agreeable to a transfer of the park to the NPS. This transfer was finally arranged and accomplished in 1977.

In the following year the City of San Francisco transferred its holdings at Aquatic Park to the NPS, with the single exception of the beach area occupied by the

rowing clubs. The San Francisco Maritime Museum Association also transferred its collections to the NPS at this time.

Since 1978, changes to land use have been relatively modest. Museum collections storage was moved from the Bathhouse building to Lower Fort Mason in 1979, followed by the Library and archives collections in 1983. Jurisdiction over the area was transferred from Golden Gate N.R.A. to the new San Francisco Maritime N.H.P. in 1988. In 1979 the steam schooner WAPAMA left the Pier, and in 1980 was placed on a steel barge, initially for storage in Oakland and in 1987 was moved for display in Sausalito. In 1988 the ship BALCLUTHA was moved to the Pier. Visitation figures remained substantially unchanged. The public showers were closed in 1990 and lifeguard service was discontinued. The food concession which had been operating in the West Roundhouse structure since 1946s, was closed down in the mid-1980s, due to health code problems. The old San Francisco Rowing Club building, next to the Dolphin Club, burned in about 1980 and was rebuilt in a new configuration, for use by the Dolphin Club, in 1985. The admission of women to the rowing clubs, accomplished by City mandate in the late 1970s, led to something of a revitalization of club activities. City policy also required that the clubs open their facilities to some degree of public access. This has been done in a rather pro-forma manner. Sea Scout operations have been in a general state of decline, leading to discussion of a joint use arrangement with the Maritime Park. This issue remains unresolved. A new finger pier was added to Hyde Street Pier in 1994 to accommodate the HERCULES. The future of the Haslett Warehouse, discussed elsewhere in this document, is currently unresolved.

In conclusion, the Maritime Park is the custodian of what was intended as a city park, built finally with Federal funds, a park much beloved by the citizenry and admired by visitors to the area. In addition to being an area protected by National Historical Preservation Act policy, any substantial change to the use of the area would be strongly resisted by local sentiment.

TRENDS IN PARK AREA

Historic Trends

Beginning in the 1950s, the area surrounding San Francisco Maritime began to change from a warehouse and light industrial area into a retail tourist district. The Kodak Building, across Beach Street from the Maritime Museum Building, was the last warehouse to be built. Using the proceeds of a park bond issue, the State Department of Parks and Recreation, with input from the San Francisco Maritime Museum Association, landscaped the vacant lot east of the museum into a "Victorian Park" in the early 1960s to reflect the theme of the Ghirardelli chocolate plant which had been converted into an area of shops and restaurants. At the same time the Hyde Street Pier was modified to accommodate a number of historic vessels restored by the same bond issue. The State also acquired the Haslett Warehouse as a future museum of transportation.

By the 1970s the changes in the surrounding area were complete, the Seven Up bottling plant was now an art gallery, the Kodak Building had been modified to accommodate the offices of a law book publisher, and similar changes had taken place everywhere. Fisherman Wharf had become one of the famous tourist destinations of the nation. The most popular means of tourist transportation was the cable car, and when the lines were reconstructed in the early 1980s the terminus turntable of the Hyde Street line was placed in Victorian Park of San Francisco Maritime. During this period of great change, the Haslett Warehouse was partially converted into office space and the basement was used as a carpenter shop. Under National Park Service control, the offices were closed for safety code violations and the carpenter shop was moved to Fort Mason. The basement was used as a warehouse, but the building otherwise remained vacant.

At the eastern end of Fisherman Wharf, a new complex of stores and restaurants had been built on Pier 39 with an adjacent garage. A new center for harbor tour boats and the ferry to Alcatraz had been built by Crowley Maritime's Red and White Fleet. These attractive facilities had shifted emphasis to that end of the Fisherman Wharf district. Currently a new roadway is being built along the waterfront with a streetcar right-of-way to provide service to the eastern end of the wharf. This will improve vehicular access, which has been difficult from the south since the 1989 earthquake so badly damaged the freeway to the area that it had to be demolished.

Planning for Change

The San Francisco Department of City Planning had embarked on a study of Fisherman Wharf with the aid of a Fisherman Wharf Citizens Advisory Committee. While the plan, which emphasizes zoning and controls on building design, has been completed it has never been formally adopted. The Port of San Francisco had planned to construct a large marina to the east of the Hyde Street Pier, which it also proposed to call the Hyde Street Pier also. The 1989 earthquake caused extensive damage to Pier 45 on the eastern side of the basin and repairs to that delayed financing of the new fishboat berths. The portion of Pier 45 that accommodated fish wholesalers and processors has been rebuilt and modernized and is scheduled to open in late 1994. Construction of the new fisherman marina is scheduled to begin in 1997, following completion of environmental documents, although full funding has yet to be obtained.

Seeking new revenues, the port planners also proposed construction of hotels on certain pier developments at the southern end of the waterfront. This prompted a group of concerned citizens to place on the ballot a measure prohibiting hotels and directing a new waterfront plan be developed. The ballot proposition passed, and the port is currently developing a new plan, which is being reviewed by another citizens advisory commission. The new plan only affects the waterfront property under the control of the port, not the entire Fisherman Wharf area, most of which is in private ownership.

Prospects For The Future

The Hyde Street Pier is rented for a modest sum from the Port of San Francisco. As the ships have been there for a third of a century, there is little concern that the use of the pier will change. The entrance to the pier is narrow, constricted to the west by two private and politically influential swim clubs that have buildings on land leased from the San Francisco Recreation and Park Department. To the east of the pier on Jefferson Street is Maskell's, a retail store specializing in jackets and tourist items, and behind Maskell's is a large shed building used by a fish processor. Across an alley, which provides access to a fuel dock, is an area of motley buildings housing fish processors, generally known as "Fish Alley" and including an alley of that name. The port plans to offer the processors the opportunity to move to the modern fish processing facilities being completed on Pier 45. As the owners all have long-term leases (up to 40 years), it is not known what their responses will be. If the area is vacated, the port hopes to rent the structures for interim uses while a plan is made for the future development of the area. This might provide the Maritime Park an opportunity to locate maintenance facilities near the pier with a considerable improvement in efficiency. The future of this area is uncertain. The City Planning plan calls for fish processing and retaining the current shed type design for future buildings. However, the fishing industry has suffered serious decline due to the lack of fish, and the future poses considerable uncertainty, to say the least. Whether the fish processors will move to new facilities is yet to be seen, as is whether they will hold on to the buildings with long term leases rather than surrender them.

The prospects are, however, that the area will undergo considerable change in the next decade. While the adjacent residential areas have long sought to encourage fishing and activities which will attract residents to Fishermans Wharf, its principal draw is national and international tourists. This is also reflected in the visitation at the Maritime Park's historic ships and museum, although Victorian Park and the waterfront promenade remain popular with local residents, who like to stroll through this visually attractive area on warm days.

Park Service Influence

As the owner of major developed and undeveloped property in the western portion of Fishermans Wharf, decisions made in the General Management Plan being prepared for the Maritime Park will have an influence on the surrounding areas. Whatever is decided for the Haslett Warehouse is bound to reflect on the surrounding properties. The unused warehouse is a brooding depressant in an otherwise active area. Critical to Fishermans Wharf will be the willingness of the Park Service and the Congress to fund the future development of the Park which is the cultural anchorage of an area dominated by tourist-related commercial establishments.

Visitor Use Analysis

Visitation figures for the Maritime Park are based on paid admissions to Hyde Street Pier - the only area of the Park with an entrance fee - and the visitation counted by an electric eye mounted at the entrance to the Aquatic Park Bathhouse Building. Figures for visitation in Aquatic Park are estimated, using a formula developed by the Statistical Office of the Denver Service Center. See the bar charts for numbers recorded.

The month-by-month figures for 1993 are typical of visitor use patterns in recent years. The six months from April through September account for just under 60% of visitation. This coincides with the pattern of tourist visitation to San Francisco.

The Park has been able to do very little visitor survey work. A very limited survey, of some 140 visitor parties, taken in June 1991 by the Museum Association is our best indication of visitor origin. This admittedly inadequate sampling showed 45% of visitation by Americans from outside of California, 33% by foreign nationals, 14% from California outside of the Bay Area, 5% from San Francisco, and 2% from the Bay Area outside of San Francisco. This agrees in general with the staff sense of the summer visitation. In the off-season the percentage of San Francisco and Bay Area visitors is undoubtedly higher.



By observation, it would seem that about a quarter of the summer visitation is by family groups with children and that by far the largest group is adults in the over forty age group. On a year-round basis, the percentage of children might rise to perhaps 33%, taking into account school-group visitation. Clearly, on a year round basis, tourists are the dominant group.

The need for visitor survey is clear and pressing. An application has been submitted for FY 1995 to the NPS Visitor Services Project for such a study.

Prospects For The Future

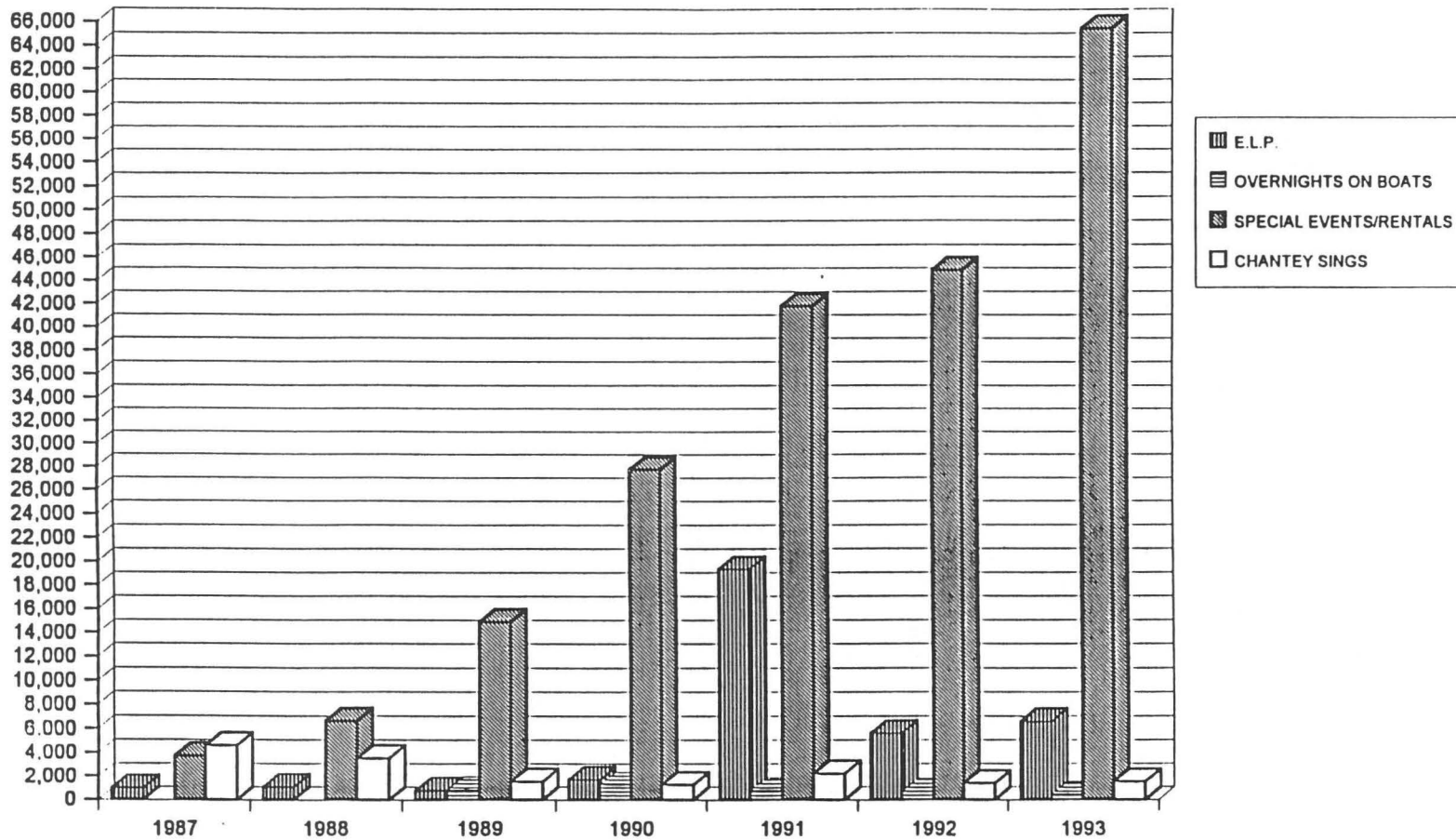
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SPECIAL PROGRAMS

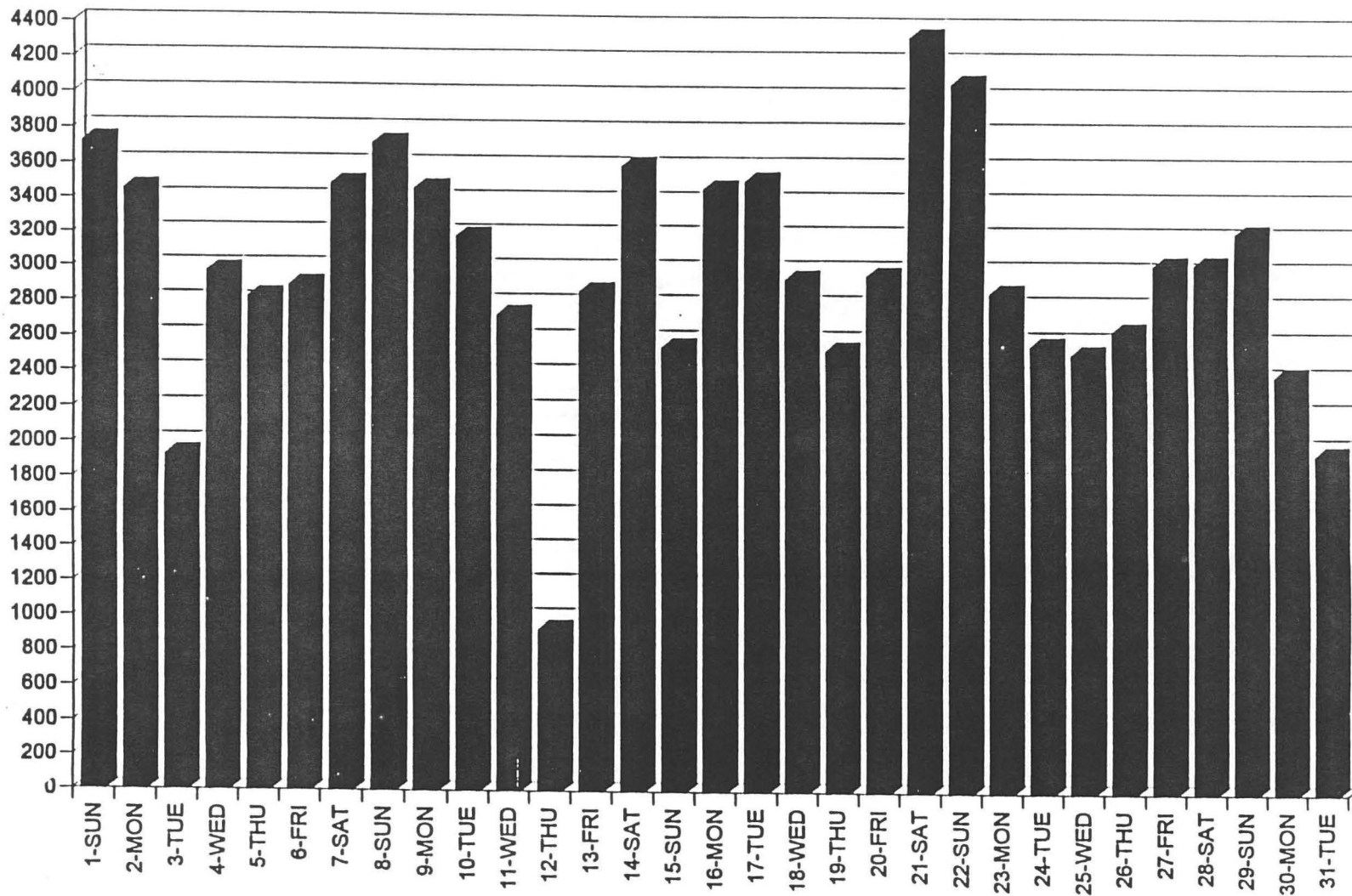


	1983	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993
E.L.P.					971	1,095	799	1,720	19,344	5,600	6,595
OVERNIGHTS ON BOATS							872	1,282	801	718	476
SPECIAL EVENTS/RENTALS					3,737	6,655	14,945	27,793	41,831	44,905	65,511
CHANTEY SINGS					4,608	3,520	1,538	1,276	2,224	1,414	1,528

NOTE: DATA NOT AVAILABLE FOR 1983-1984.

SFMNHP - 10 YR. COMP.

PEAK MONTH - AUG 1993



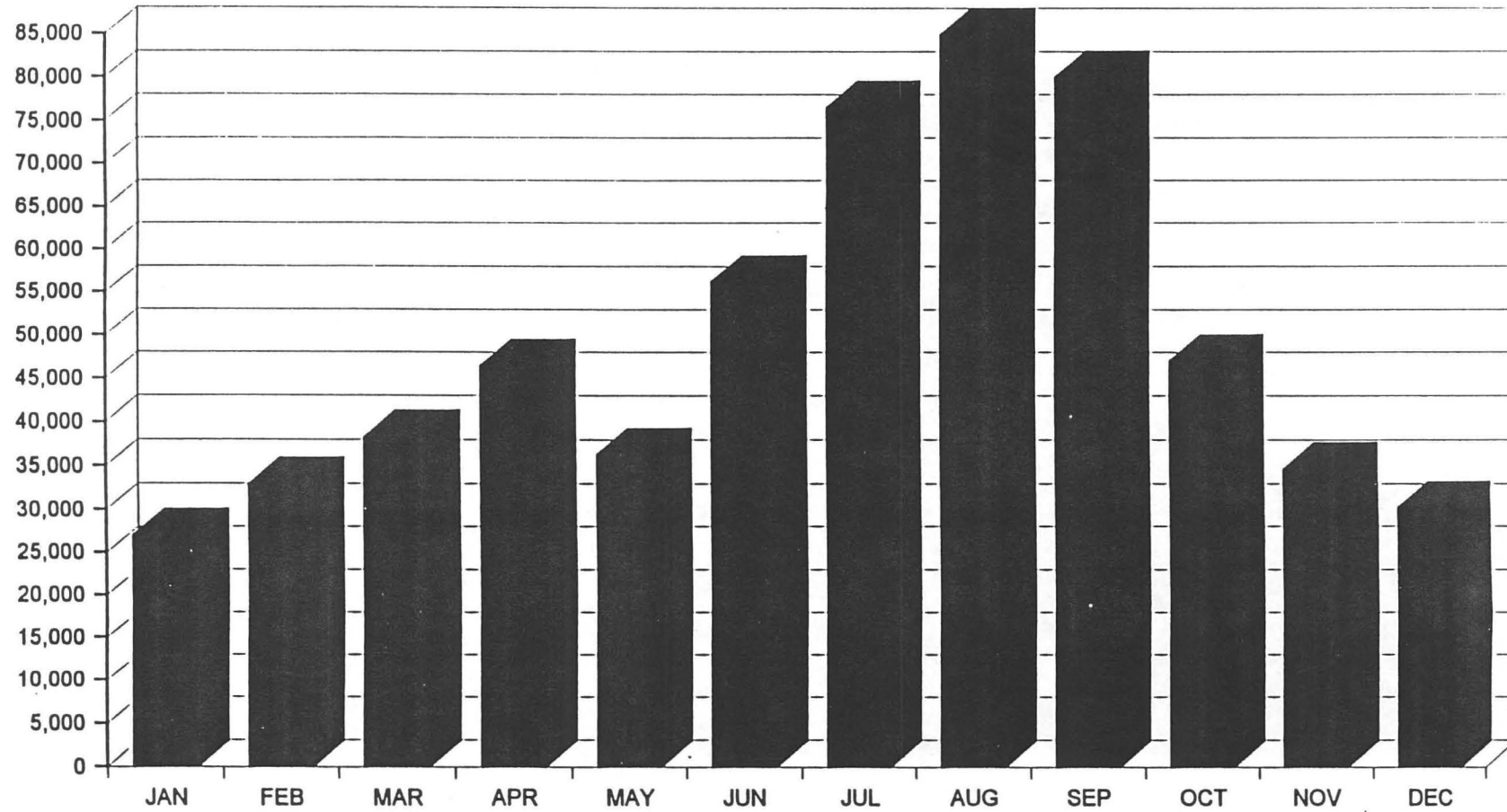
NOTE: COUNTER MALFUNCTION AT MUSEUM ON 8-12.

SFMNHP - 10 YR COMP.

TOTAL VISITATION: 92,234
AVERAGE VISITATION: 5,976

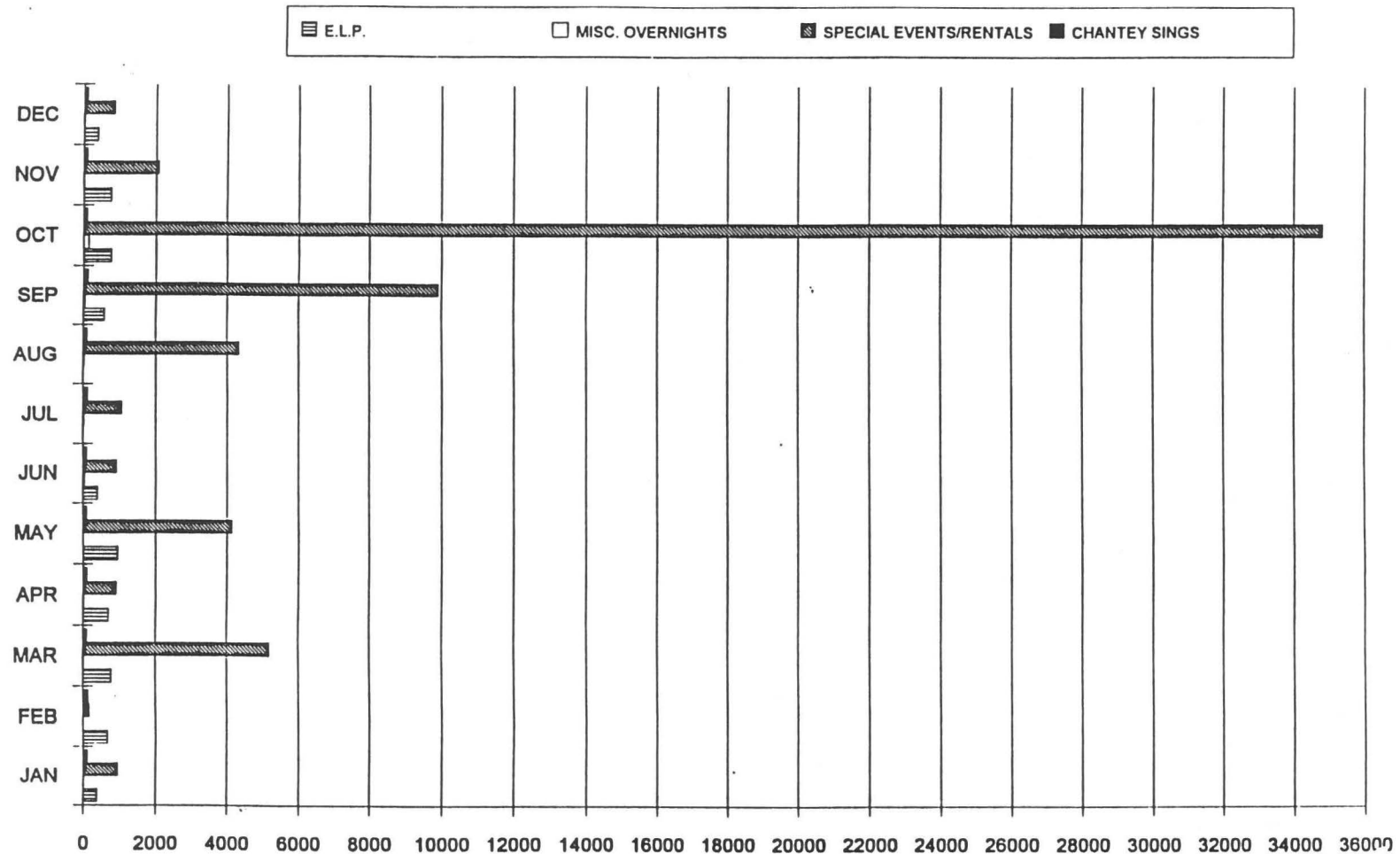
1-SUN	2-MON	3-TUE	4-WED	5-THU	6-FRI	7-SAT	8-SUN	9-MON	10-TUE	11-WED	12-THU	13-FRI	14-SAT	15-SUN	16-MON	17-TUE	18-WED	19-THU	20-FRI	21-SAT	22-SUN	23-MON	24-TUE	25-WED	26-THU	27-FRI	28-SAT	29-SUN	30-MON	31-TUE
3720	3451	1926	2969	2822	2868	3481	3715	3460	3178	2728	925	2862	3592	2546	3463	3508	2934	2528	2956	4331	4067	2860	2561	2514	2647	3023	3028	3210	2394	1949

HYDE ST. PIER - MARITIME MUSEUM
1993



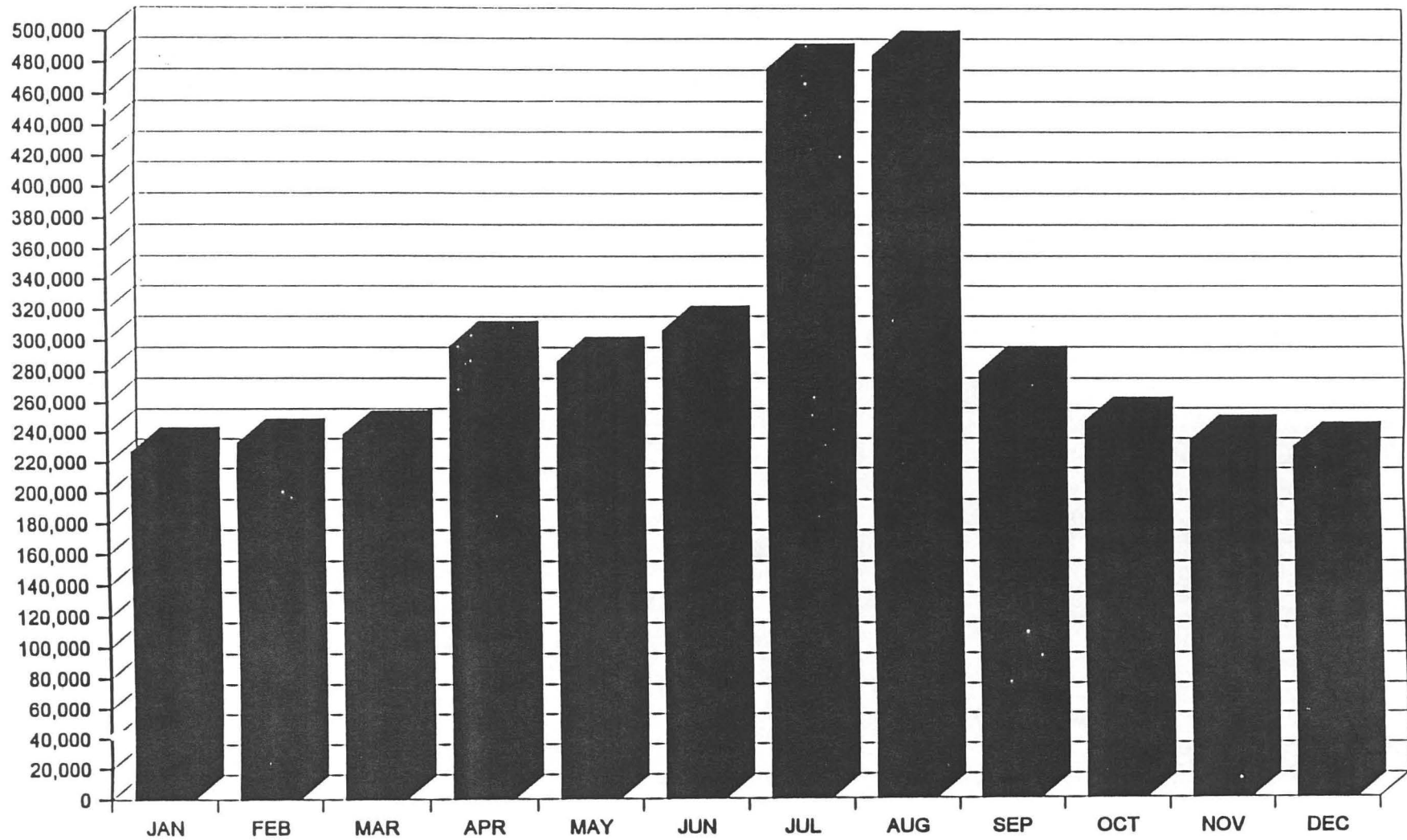
JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
27,006	32,850	38,279	46,440	36,250	56,203	76,509	84,947	79,997	47,028	34,600	30,172

**SPECIAL PROGRAMS
1993**



	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
E.L.P.	401	699	798	725	969	423	0	0	593	792	782	413
MISC. OVERNIGHTS	11	12	20	27	18	53	43	37	48	157	30	20
SPECIAL EVENTS/RENTALS	975	185	5200	930	4155	945	1075	4353	9920	34823	2085	865
CHANTEY SINGS	130	160	120	125	118	120	145	125	140	120	118	110
TOTAL	1517	1058	6138	1807	5260	1541	1263	4515	10701	35892	3015	1408

1993



	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
1993	227,006	232,850	238,279	296,440	286,250	306,203	476,509	484,947	279,997	247,028	234,600	230,172

SFMNHP - 10 YR. COMP.

Facilities and Equipment Analysis

NON-HISTORIC PARK ROADS AND TRAILS

There are two non-historic roadways within the Park boundaries. On the Eastern side of the Park, a section of Jefferson Street extends from Hyde Street on the east some 400 feet to the point where the street widens to a turnaround area before joining the Aquatic Park promenade and entering the Aquatic Park Historic District. At the western side of the Park is a section of Van Ness Avenue, extending some 800 feet from the southern Park boundary to its terminus at the base of Muni Pier. Both sections of roadway function as city streets, and have parking along both curbs. On the Jefferson Street section, parking on the north side is controlled by the City, and on the south side by the Park. On Van Ness Avenue, the Park controls parking within its boundaries.

NON-HISTORIC PARK BUILDINGS AND FACILITIES

Hyde Street Pier is the most notable and important non-historic facility within the Park boundaries. The current structure extends almost 400 yards out into San Francisco Bay to the northwest from the pier entrance at Jefferson Street. The pier is of wooden pilings, supporting a wooden roadway, topped with asphalt. The width varies from approximately 70 feet near the entrance to about 20 feet in the outer section. Built for ferry service beginning in 1922, the pier was extensively rebuilt in the early 1960s for display of the historic vessels. Owned by the San Francisco Port Commission, the pier is rented informally, for a minimal amount, on a month-to-month basis by the Park, which has been determined to lack the authority to enter into a formal lease arrangement for the pier.

The Park is, however, authorized by the Enabling Legislation, to make expenditures to maintain and improve the pier for Park purposes, and repairs-in the form of replacement and jacketing of pilings and repaving of the surface - have been made in recent years. Additions including a floating dock secured by new pilings and provided with a ramp designed to meet handicapped accessibility codes, and a new finger pier to the north east to accommodate vessel mooring, have been made since 1989.

The pier is served by utilities including fresh water from the city system, electricity supplied by Pacific Gas and Electric, and sewage lines connecting to the municipal system. The water system piping is badly deteriorated, and is in need of repair or replacement. Major portions of the electrical system have been replaced, but additional work will be required in upcoming years. Maintenance of these systems is a Park responsibility. The pier is also served by telephone lines and a fire and bilge alarm system aboard the vessels. Electric lighting is provided for the pier on decorative steel standards.

Non-historic structures located on the pier include a wooden frame building housing a bookstore and ticket-selling facility, a modern prefabricated steel struc-

ture housing the small craft shop, and a wooden structure housing public and staff restrooms. A trailer currently provides temporary office space for a living history program presented, under contract, aboard the schooner THAYER. In addition to the floating dock mentioned above, a small steel barge and a wood and plastic foam structure are used for small craft access.

On the west side of the Aquatic Park Lagoon is a structure consisting of a concrete slab supported over the water on concrete pilings with a simple wood frame structure built on the slab. This facility is used by the Sea Scout program, under use permit. Built by the Army in about 1943, the structure has been home to the Sea Scouts since 1948. A short wooden-pile pier has been built across the water side of the concrete structure for use in small craft operations. The Base is served by municipal water and sewage lines and P. G. & E. electricity. The Park currently makes no direct use of this structure, although possibilities for a modification of the use permit to allow some form of joint use are now under discussion.

NON-PARK BUILDINGS AND FACILITIES IN PARK USE

The Park occupies two and a half floors of a three-story reinforced concrete warehouse structure, known as "Building E", located in Lower Fort Mason. This and the surrounding buildings are part of the Golden Gate National Recreation Area and are part of a National Landmark Historic District. The Maritime Park occupies the space under a use permit arrangement with GOGA. Artifact collections storage is located on the first floor, the library and archival collections on the third floor, and the Park administrative office has half of the second floor. The remainder of the second floor is occupied by offices of various non-profit entities, rented through the non-profit Fort Mason Foundation. Negotiations have been under way for approximately ten years with GOGA and the Fort Mason Center to secure the remainder of this floor for Maritime Park use, in part for expansion of collections storage space. Each floor has approximately 12,000 square feet of space.

The Park also currently makes use of a portion of Pier 1, in Lower Fort Mason, as a shipwright shop. Use of this space, in an area that also houses G.G.N.R.A. maintenance shops, has been threatened for several years, as the entire building has been earmarked for the use of the Fort Mason Center. The shipwright shop will eventually have to be moved out, perhaps as early as FY 1995.

The other major non-park site under Maritime Park use is a portion of the Army Corps of Engineers pier in Sausalito, to the north of San Francisco in Marin County. The steam schooner WAPAMA, sitting atop a steel barge, and the steam tug HERCULES are berthed alongside this modern concrete pier, using the space under a use-permit arrangement with the Army Corps. The limited interpretation, by Maritime Park personnel and Army Corps Rangers, of the vessels at this site is seen by the Army Corps as complementary to its program of interpretation of the large Bay Model, also located at the site. The HERCULES is scheduled to shift to

the newly constructed finger pier at Hyde Street Pier in late 1994, but there are no immediate plans for relocation of the WAPAMA. The Park also uses Building 670, East Fort Baker, a GOGA non-historic structure, for storage of large artifacts.

PARK-OWNED FLOATING EQUIPMENT

The Maritime Park owns two major pieces of non-historic floating equipment, a concrete drydock and a large steel barge, in addition to a number of smaller items.

The drydock, AFDL 38, was built for the Navy in 1944, and was acquired by the Park as surplus property in the early 1980s. It had, for many years, been leased to the Crowley Maritime Corporation in Oakland, California, and this arrangement was continued until 1991, when the Crowley shipyard closed. The dock was inactive until early 1994, when it was leased to Bay Ship and Yacht Corporation, which moved the dock to a site in Alameda, California. Following extensive renovation, the dock is now in operation and will generate revenue to the Park. At 389 feet in length overall and with a lifting capacity of 2,800 tons, the dock is capable of hauling out any of the Park vessels except the EUREKA and the JEREMIAH O'BRIEN.

The steel barge, BARGE 214, is used as a floating platform for the steam schooner WAPAMA. Built in 1970 as an unpowered ocean-going cargo barge for the Crowley Maritime Corporation, 214 was damaged by grounding in the mid-1970s, sufficiently that she could no longer fill her designed function, but she remained essentially sound and floatable. When it became necessary to remove the WAPAMA from the water in 1980, 214 was available for the purpose. She was initially leased from the Crowley Corporation and finally donated to the Park. The barge was hauled for repairs and coating in 1992.

Lesser floating equipment includes a 40-foot LCVF landing craft, used as a tug, a 28-foot fiberglass motor whaleboat, an 18-foot Boston Whaler, used as a general purpose boat, and three wooden skiffs. A small steel barge, approximately 30 feet in length, (called the "Wheat Barge" in honor of former GOGA Assistant Superintendent Jack Wheat), is in use as a stationary small craft float.

PARK MAJOR LAND-BASED EQUIPMENT

Major land-based equipment owned by the Park includes a self-propelled 10-ton crane, two portable air compressors, and two fork lifts.

Vehicles operated under GSA lease arrangement include six pick-up trucks, a one-ton stake-bed truck, three passenger vans, and three passenger cars.

PARK HISTORIC STRUCTURES ON THE LIST OF CLASSIFIED STRUCTURES

- #10180 Aquatic Park Bathhouse/Casino building A structure within the Aquatic Park Historic District. This is a 3 story poured-concrete building, about 125' x 50' Placed on the National Landmarks list in 1987.
- #10181 Public Restrooms (East End) A structure within the Aquatic Park Historic District, 24'x 30'.
- #10186 Public Restrooms (West End) A structure within the Aquatic Park Historic District, 24' x 30'.
- #10187 Amphitheater (Aquatic Park) A structure within the Aquatic Park Historic District Bleachers West 60' x 70', East 50' x 130'.
- #10188 Aquatic Park Open Park Land within the Aquatic Park Historic District.
- #10189 Seawall (Aquatic Park) A structure within the Aquatic Park Historic District. About 600' in length.
- #10190 Speaker Tower - West (Aquatic Park) Steel and Stucco, about 35' high.
- #10191 Speaker Tower - East (Aquatic Park) Steel and Stucco, about 35' high.
- #12951 Schooner C.A. THAYER One of two surviving West Coast lumber schooners. Built in 1895. Placed on the National Landmarks List in 1988.
- #12952 Steam Schooner WAPAMA Only surviving West Coast steam schooner. Built in 1915. Placed on the National Landmarks List in 1984.
- #12953 Steam Ferry EUREKA One of two vessels powered by walking-beam engines surviving in the US. Built in 1890. Placed on the National Landmarks List in 1985.
- #12954 Scow Schooner ALMA Only surviving San Francisco Bay scow schooner. Placed in the National Landmarks List 1988.
- #14027 Tubbs Cordage Company Building Wood frame building 21' x 26'.
- #12956 Steam Tug HERCULES Only surviving ocean-going steam tug afloat in the U.S. Built in 1907. Placed on the National Landmarks List in 1986.

- #14028 The Ark (floating houseboat) A fine example of a once common type, displayed ashore.
- #14029 Cape Horn Square Rigger BALCLUTHA One of four surviving vessels from the 1880s. Built in 1886. Placed on the National Landmarks List 1985.
- #21354 Steam Paddle Tug EPPLETON HALL One of two surviving British paddle tugs. Built in 1914.
- #21355 Liberty Ship JEREMIAH O'BRIEN One of two surviving Liberty Ships in the U.S. Built in 1943. Placed on the National Landmarks List 198-.

[Note on Small Craft included in LCS List: The remainder of the Park's LCS items, comprising 67 small craft, are given below. Staff feel strongly, however, that these items were included on the LCS roster through an error in interpretation. NPS policy on small craft, as set forth in NPS-28, is that boats are to be treated as museum objects and not as structures. Their listing as Classified Structures clearly contradicts this policy. The Park has consistently treated small craft as museum objects, cataloging them, as policy requires, into the artifact collections. SAFR museum object numbers are indicated below. We trust that this apparent error can be corrected as the occasion arises.]

- #56011 Lifeboat #4 from WAPAMA Wood and steel construction. SAFR # 13308
- #56012 Launch, Motor From Fort Ross, apparently used for fishing. Wisconsin air-cooled gas engine. SAFR # 13307
- #56013 Monterey Fishing Boat Rebuilt and operational. SAFR # 13311
- #56014 Lifeboat #3 from WAPAMA Wood and steel construction. SAFR # 13309
- #56015 Yawl Boat from Bar Pilots Wood construction. SAFR # 13304
- #56016 Wherry Was displayed on stern of C.A. THAYER. SAFR # 13303
- #56017 Codfishing Dory From C.A. THAYER. Wood with outboard well. SAFR # 13306

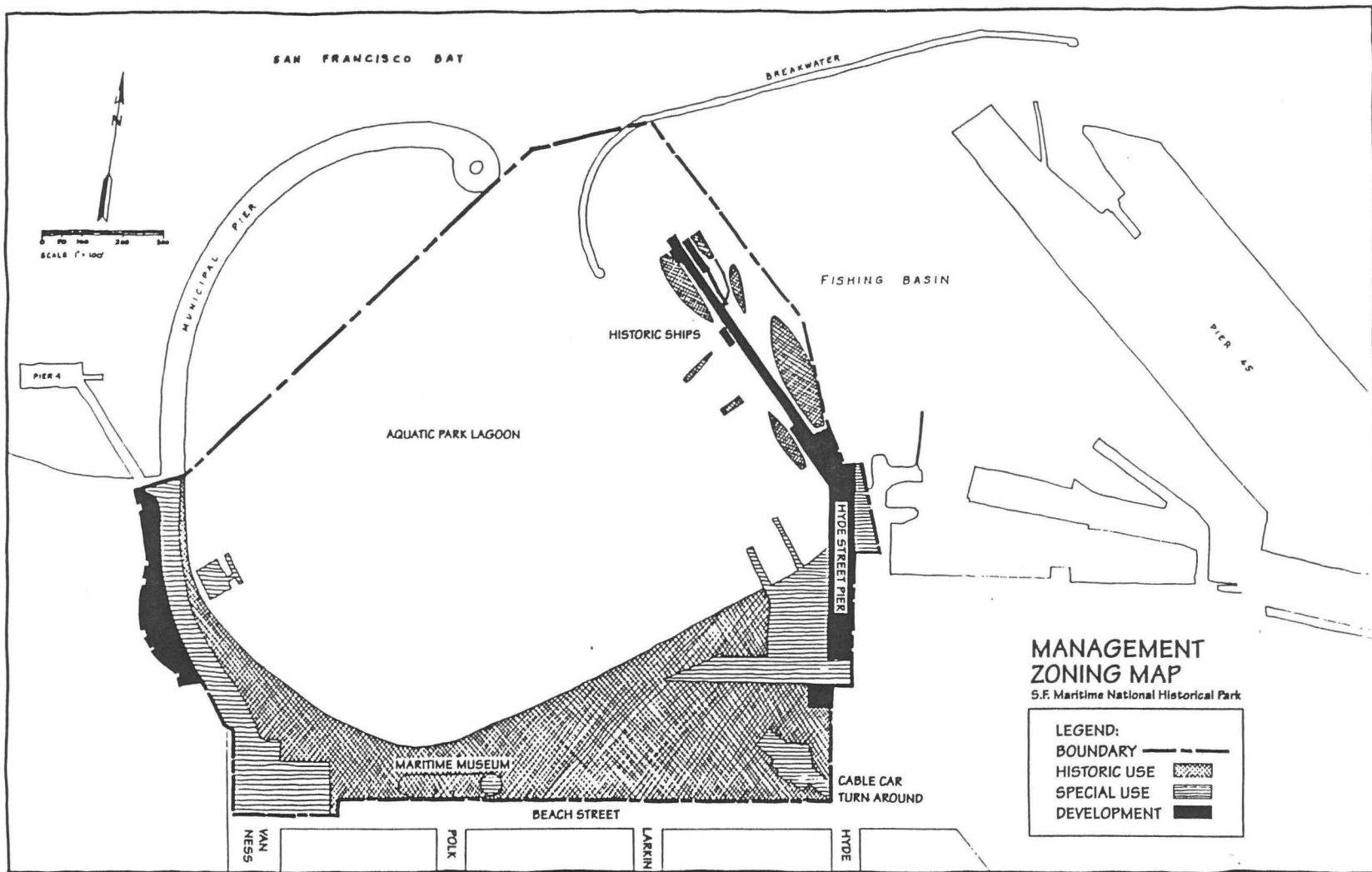
- #56018 Yawl Boat - Undetermined Wood construction, by George Kneass. SAFR # 13305
- #56019 Cod Fishing Dory Wood hull with outboard well (no deck or interior.) SAFR # 13300
- #56020 Yawl Boat - Bar Pilots Wood hull with bolted frames. SAFR # 13299
- #56021 Ship's Lifeboat - Undetermined Steel boat with many repairs. SAFR # 13302
- #56022 Skiff Has been used as Hyde Street work boat. SAFR # 13301
- #56023 Pram This may be a replica. SAFR # 13296
- #56024 Yawl Boat from Pilots This boat is displayed aboard C. A. THAYER. SAFR # 13295
- #56025 Alviso Duck Boat Redwood and canvas construction. SAFR # 13298
- #56026 Norwegian Faering 24' boat used in WWII escape. SAFR # 13297
- #56027 Work Skiff from the HERCULES. Seen aboard in old photos; this is a replica. SAFR # 13292
- #56028 Norwegian Pram 16' original in poor condition. SAFR # 13291
- #56029 Hardhanger Faering 17' wood, was repaired about 1984. SAFR # 13294
- #56030 Steel Lifeboat from HERCULES. 18' boat with wooden backbone. SAFR # 13293
- #56031 Lifeboat from EPPLETON HALL. 14', transom stern. SAFR # 13288
- #56032 Lifeboat from EPPLETON HALL. 14' Double-ender, from Tug CORNHILL. SAFR # 13287
- #56033 Yawl Boat 15' 6" Not rounded-skeg pilot type. SAFR # 13290
- #56034 Cod Fishing Dory Fitted for outboard, possible Union Fish Co. SAFR # 13289

- #56035 Lifeboat #3 from EUREKA. 18', steel with wooden backbone. SAFR # 13284
- #56036 Lifeboat #2 from EUREKA. 18', steel with wooden backbone. SAFR # 13283
- #56037 Lifeboat from Ferry SAN LEANDRO 20', steel with wooden backbone. SAFR # 13286
- #56038 Lifeboat #4 from EUREKA 18', steel with wooden backbone. SAFR # 13285
- #56039 Skiff This is a replica of #6217. SAFR # 13280
- #56040 Duck Boat 10' 2" Light skiff, reportedly used for duck hunting. SAFR # 13277
- #56041 Life Boat #1 from EUREKA. 18' steel with wooden backbone. SAFR # 13282
- #56042 Pulling Boat Whitehall type, presumed from South End Rowing Club. SAFR # 13281
- #56043 Norwegian Pram This is a replica built 1976 by Ken Mobert. SAFR # 13276
- #56044 Beach Boat This is a replica by Bill Elliot, 1976. SAFR # 13275
- #56045 Wherry - William Hamilton 12' lapstrake, origin unknown. SAFR # 13278
- #56046 Yacht Tender 10' carvel dinghy, reportedly built by Stone, 1920s. SAFR # 13277
- #56047 Lifeboat #1 from BALCLUTHA. 26' lapstrake. Replica by Speck, 1983. SAFR # 13272
- #56048 Dinghy 16' carvel, possible livery boat for recreation. SAFR # 12516
- #56049 Lifeboat by J.H. Burns, (possible Bay ferry) This a replica by Jeffery Rutherford, 1983. SAFR # 13274
- #56050 Lifeboat #2 from BALCLUTHA. 26' lapstrake. Replica by Ray Speck, 1983. SAFR # 13273

- #56051 Sailing Canoe Lake Merrit/Oakland Estuary type, with centerboard. SAFR # 10323
- #56052 Transom Stern Boat #1 from the WAPAMA. 22' carvel, with floatation tanks under seats. SAFR # 10322
- #56053 Pulling Boat 12' 6" lapstrake, recreational boat, adapted for out board engine. SAFR # 12368
- #56054 Peapod 15' 6" carvel double ender, reputedly used in sealing out of Victoria, B.C. SAFR # 10324
- #56055 Bristol Bay Gill Net Boat 29' 4" carvel. Gift of Haines Cannery, Alaska. SAFR # 09886
- #56056 Whitehall Boat 16' carvel, sharper and wider in transom than San Francisco type. SAFR # 09430
- #56057 Transom Stern Boat #2 from WAPAMA. 22' carvel, with floatation tanks under the seats. SAFR # 10321
- #56058 Power Felucca 27' carvel, powered with a 5 hp. Frisco Standard engine. SAFR # 09887
- #56059 Tug Boat MAY. Steel hull missing deck and interior. SAFR # 09428
- #56060 Sloop yacht MERMAID. 19' plywood boat, sailed from Osaka, Japan to San Francisco in 1962. SAFR # 08791
- #56061 Whaleboat from the Azores 27'10" double ender used for whaling. SAFR # 09429
- #56062 Whaleboat from the Azores Same as last entry SAFR # 09429 (Assumed to be an error in LCS numbering. There is only one such boat in the collection.)
- #56063 Felucca 18' carvel felucca, model for NEUVO MONDO. SAFR # 06249
- #56064 Whitehall Boat 14' pleasure boat, origin unknown. SAFR # 06218
- #56065 Monterey LITTLE ROSE. 27'6" carvel, poor condition, has four cylinder Universal gas engine. SAFR # 07961
- #56066 Kayak Exhibited by Alaska Packer's at S.F. World Fair 1915. SAFR

06961

- #56067 Jolly Boat Believed to be European-built ship's boat, heavily rebuilt.
SAFR # 06216
- #56068 Beach Boat SAFR # #6215
- #56069 Skiff 15'4" carvel, Model for replica by Speck. SAFR # 06217
- #56070 Jolly Boat Another entry for #56067. SAFR # 06216
- #56071 Lifeboat #2 from BALCLUTHA (from ship ABBY PALMER). 26'
lapstrake, model for replicas by Speck, 1983. SAFR # 06212
- #56072 Lifeboat Original model for J.H. Burns of S.F. SAFR # 06211
(replica in collection).
- #56073 Lifeboat from HECATE PRINCE. 16' lapstrake, from Canadian tug
boat. SAFR # 06214
- #56074 Lifeboat #1 from BALCLUTHA. 26' lapstrake, model for replicas by
Speck, 1983. SAFR # 06213
- #56075 Felucca MATHILDA D. This is a conjectural replica, built by Dean
Stevens, in 1976. SAFR # 06913
- #56076 Beach Type Dory Model for #13275 (see #56044) SAFR # 02914
- #56077 Yacht tender from BARUNA. 11'7" lapstrake, varnished mahogany.
SAFR # 02732



Status of Planning

<u>Name of Plan/Study</u>	<u>Preparer</u>	<u>Date Approved</u>	<u>Comment On Adequacy</u>	<u>Repository</u>
Draft Historic Structure Report, C.A. Thayer	Architectural/Engineering Firm		*	Park Library
Historic Structure Report, Hercules	Architectural/Engineering Firm	1990	Adequate	Park Library
Draft Historic Structure Report, Eppleton Hall	Park		*	Park Library
Draft Historic Structure Report, Wapama	Park		*	Park Library
Draft Historic Structure Report, Alma	Park		*	Park Library
Draft Historic Structure Report, Eureka	Park		*	Park Library
Draft Historic Structure Report, Haslett Warehouse	Architectural/Engineering Firm		*	Park Library
Historic Structure Report, Additional Alternatives, Haslett Warehouse	Architectural/Engineering Firm	1986	Inadequate	Park Library
Evaluation of Adaptive Use Alternatives, Haslett Warehouse	Architectural/Engineering Firm	1994	Adequate	Park Library
Study of Slate Facade, National Maritime Museum Bldg.	Contract Conservator	1993	Adequate	Park Library
Conditions Investigation and Waterproofing Assessment, National Maritime Museum Bldg.	Architectural/Engineering Firm	1992	Adequate	Park Library
Window Restoration, Preliminary Design Report, National Maritime Museum Bldg.	Architectural/Engineering Firm	1990	Adequate	Park Library
Draft Fleet Management Plan	Architectural/Engineering Firm		*	Park Library
Draft Resource Management Plan	Park	1994 ¹	75% Complete	N/A
Annual Statement for Interpretation	Park	1993	Adequate	Park Library
Interpretive Prospectus, National Maritime Museum	Harpers Ferry Center	1987	Update Required	Park Library

* Draft, requires revision and approval ¹ Target completion date

Status of Planning-continued

<u>Name of Plan/Study</u>	<u>Preparer</u>	<u>Date Approved</u>	<u>Comment On Adequacy</u>	<u>Repository</u>
Architectural and Engineering Study, Hyde Street Pier	Architectural/Engineering Firm	1990	Adequate	Park Library
Feasibility Study for Temperature and Humidity Control, Historic Documents Department	Architectural/Engineering Firm	1989	Adequate	Park Library
Scope of Collections	Park	1992	Adequate	Park Library
General Management Plan	Denver Service Center	1995 ¹	N/A	N/A

* Draft, requires revision and approval ¹ Target completion date

MAJOR ISSUES

Restoration And Maintenance Of The Major Vessels

The fleet includes seven vessels, with a total gross tonnage of approximately 6,125. In addition the park has responsibility for an eighth vessel, the JEREMIAH O'BRIEN, chartered to it. Since the establishment of SAFR as an independent Park in 1989, issues relating to the care and management of the major vessels have been among the most difficult faced by the organization. Comparing the condition of the fleet in 1989 and the current condition, one may only conclude that there has been remarkable progress. Years of deferred major repair projects and insufficient maintenance left the overall fleet in generally poor condition, however notable improvements to four of the vessels have been achieved since establishment of the new Maritime Park.

Among the major issues in dealing with the ships are the following:

LACK OF FUNDING FOR RESTORATION

The park has identified \$13 million in required major ship restoration and \$7 million in shoreside structure restoration. While the park has received significant base increases to improve maintenance and operations, significant funding must be found to achieve major restoration of historic vessels and structures.

LACK OF PERSONNEL

The park has authorized funding available to it to increase the size of its maintenance force in FY 93 but no authorized positions due to current hiring freezes. The park has been increasing the number of specialized skilled work grade positions and decreasing the number of generalist deckhands. The park has difficulty in recruiting qualified personnel in a number of rare specialized skills. While it is seeking to institute apprenticeship and training programs it has encountered difficulties.

LACK OF SHIPYARD FACILITY

The park owns a drydock which is suitable for repair of most of the fleet. This drydock, AFDL-38, is leased to a

private shipyard operator. The drydock is too small for the ferryboat EUREKA and the Liberty Ship JEREMIAH O'BRIEN. The shipyard industry has been declining and only one shipyard remains on the bay capable of handling these vessels. This yard is only marginally profitable and could go out of business. The park has been looking for affordable alternatives.

DIFFICULT MOORING LOCATION FOR MAJOR VESSELS

Hyde Street Pier was selected because of its prominent position in the city and its closeness to the tourists visiting Fishermans Wharf. Unfortunately it is not a desirable location for ships. It is exposed to the prevailing strong westerly winds and to the swells generated by wind and tide. Although the breakwater to the northeast provides protection from destructive Winter storms, there is little protection to the west. Moorings for the vessels must be relatively heavy to resist wind and swell, putting strain particularly on the wooden vessels. Even with heavy moorings, the bounce and pull of the vessels leads to faster deterioration of the structure than would otherwise be the case.

LACK OF MOORING SPACE FOR MAJOR VESSELS

With the completion of current construction of a finger pier to the northeast, Hyde Street Pier will have reached its capacity for the mooring of major vessels. The WAPAMA, lying on her barge at Sausalito, cannot be accommodated at the Pier. Nor is there room to accommodate visiting vessels, a function which could add to the Park's stature and public attendance, and is a traditional function of maritime museums in other cities.

DIFFICULTY IN PROCURING ORIGINAL-TYPE MATERIALS

Many of the materials needed for the preservation of the Park's major vessels are obsolete and therefore difficult to obtain. Policies on project funding make advance procurement of materials requiring long lead-times problematic. The need to procure, air-dry, and stockpile heavy ship-building timber is the most obvious example. Other materials such as fastenings, cordage, and compounds should be stockpiled, and present similar difficulties.

LACK OF FIRE SUPPRESSION SYSTEMS ON VESSELS

Although all vessels are currently fitted with fire alarm systems and smoke detectors, none have active fire suppression systems. Fire, at least in the case of the wooden vessels, is the likeliest cause of total loss. The water mist system would seem to offer good potential for use aboard the vessels.

LACK OF ELECTROLYTIC PROTECTION FOR THE VESSELS

Aside from passive zinc anodes, the vessels are not fitted with electrolytic protection systems to prevent galvanic action and loss of metal integrity. Following a full technical investigation, such systems should be fitted.

FUTURE OF JEREMIAH O'BRIEN UNCERTAIN

Following the completion of the Liberty Ship's current voyage to the Normandy D-Day celebration, her ongoing status is uncertain. The current management, the National Liberty Ship Memorial, has indicated reluctance to continue to manage the vessel. The vessel is currently owned by the Maritime Administration, but is chartered to the Park, which in turn delegates operation to the non-profit volunteer group. Acquisition by the Park is authorized, but not mandated, by the enabling legislation. The National Maritime Museum Association may be interested in assuming a role in her management. The outcome of this issue will have a notable impact on the Park in coming decades, both financially and in terms of the direction of interpretive emphasis.

NEED TO REBUILD THE C.A. THAYER

The internal structure of the schooner THAYER is so rotten that the vessel is imperiled. In order to insure her long-term survival, she must be rebuilt with an estimated 80 to 90% new material. The work has been estimated to cost approximately \$7,000,000, and to involve about 18 months of construction time. Although packages requesting this work have been submitted, the project did not make the National Park Service major project priority list.

FUTURE OF THE EPPLETON HALL

This British paddle tug was specifically included in the park enabling legislation as one of the historic fleet to be preserved. However some experts consider the vessel not

directly relevant to the stated mission and purpose of the Park. That may have been why the vessel received a lower priority for both maintenance and restoration. Restoration work, initially aimed at establishing structural integrity, has been programmed, although full restoration will require additional funding.

NEED TO PROTECT AND SUPPORT THE WAPAMA AND TO DETERMINE HER LOCATION

Currently maintained on a floating barge located at the Sausalito Army Corps of Engineers facility, the WAPAMA is protected only by a temporary fabric cover and is supported by a minimal blocking and bracing system. In order to insure her long-term preservation, a more effective covering structure must be provided for weather protection and a well engineered system of structural support must be provided to relieve destructive strains on the hull. For effective interpretation, a certain level of restoration must be undertaken. While these measures can, in theory, be accomplished on the existing barge or, more easily, on a somewhat larger floating platform, display and preservation of the vessel ashore, inside a suitable structure, is probably a better long-term option. The vessel might be sited in conjunction with the proposed Park ship repair facility, complementing the interpretive activity envisioned for that facility. In any event, a situation must be found for the vessel, as an indefinite berth at the Army Engineers facility is not a realistic possibility.

Artifact Collections

LACK OF SPACE FOR COLLECTIONS STORAGE AND EXPANSION

The space now available for storage of artifact collections, in Building E Fort Mason, is almost entirely filled. Expansion on the second floor of this building is anticipated, but collections will compete for the new space with expanded administrative facilities. The projected removal of those items belonging to GOGA will yield some short-term relief, but is not, in itself, a sufficient solution. The Park currently stores artifacts in entirely inadequate storage spaces in the Haslett Warehouse, at East Fort Baker and at the G.S.A. San Bruno warehouse. Proposed use of the Haslett building for exhibitions will require relocation of materials currently

Exhibition Program

LACK OF SPACE FOR EXHIBITIONS

The Park currently has under 7,500 square feet of formal exhibit space, located in the Aquatic Park Bathhouse Building. This is woefully inadequate, both in terms of the Park's ability to exhibit worthy items from the collection and the ability to convey a reasonable sense of the scope of the subject area. Whole classes of objects, such as boats, engines, fine art, and engineering drawings, are barely represented in current exhibitions, and are strong areas of the collections. A recent analysis of exhibition space needs concluded that about 80,000 square feet could be well utilized in a maximized exhibition program.

LACK OF SUFFICIENT STAFF AND BUDGET FOR EXHIBITIONS

The staff of the Exhibit Department currently includes three people: a Curator, a Visual Information Specialist, and an Exhibit Specialist. An additional Exhibit Specialist position is in process of being filled, but is currently blocked by F.T.E. limitations. The additional position will return the department to the staffing level it had between 1983 and 1991. Staffing at this level is sufficient to maintain long-term exhibits and interpretive material aboard the vessels, to deal with signage and graphic service requests for the Park as a whole, and to do two or three special projects per year, either small temporary exhibits or alterations or additions to long-term material. Special project funding through NPS programs or through the Museum Association is intermittently available. The Department is able to make slow progress, but cannot function at a level appropriate to a world-class maritime museum.

LACK OF PROPER ENVIRONMENTAL CONTROLS IN EXHIBIT SPACES

No exhibition spaces specifically designed for this function are available to the Park. The formal spaces in the Casino Building lack proper controls for temperature and humidity, for dust, and for light levels. These problems cannot be practically solved within the constraints of working with a Historic Landmark building. Shipboard spaces are subject to even more extreme conditions of temperature and humidity, and solutions are even less possible. These limitations in environmental control constrain the Park's

ability to exhibit delicate objects, adding further barriers to in-house exhibit work, and disqualifying the Park from presenting many possible traveling exhibits produced elsewhere.

INFLEXIBILITY OF USE POTENTIAL IN BATHHOUSE BUILDING

In addition to the problem of environmental controls, museum use of the Aquatic Park Building presents a number of other constraints. As a richly decorated Landmark building, policy prevents the attachment of anything, either exhibit materials or lighting, to walls or ceilings. The space cannot be readily sub-divided. Expanses of windows and curving walls cut down on usable space. Practical solutions for handicapped access are difficult or impossible. The limitations of the building make production of truly first class exhibitry much more difficult than would be the case in a purpose-designed or neutral space.

OVERLAP OF EXHIBIT DEPARTMENT STAFF DUTIES WITH PUBLIC INFORMATION AND PROMOTIONAL FUNCTIONS

The effectiveness of the Exhibit Department staff in producing purely exhibit and interpretive materials is reduced by the need to produce signage, promotional graphics, informational brochures, and event related graphics and publications. While these materials are essential to Park operations, they relate more to the realm of advertising and public relations than to the educational and interpretive work particular to museum operations.

UNDER-REPRESENTATION OF ETHNIC AND LABOR HISTORY IN EXHIBITIONS

Presentation of material dealing with the contributions of various ethnic groups to the history of the maritime trades has not been stressed to an appropriate degree. This is a subject area rich in potential for greater involvement of the ethnic groups strongly represented among the Park's urban audience, and which has been, in objective terms, generally neglected. A related subject area, the role of organized labor in maritime history, has also been under represented.

DIFFICULTIES IN SHIPBOARD INTERPRETATION AND TREATMENT OF FURNISHED SPACES

A number of issues involving the interpretive presentation

of the historic vessels remain unresolved. One basic conflict is between the desire to present the historic scene precisely as it appeared during a given historic period, versus the need to present some level of interpretive signage for visitors touring on their own. Similarly, there is an understandable desire to use interior spaces such as holds for the presentation of interpretive material, possibly including some artifacts, rather than striving for an entirely historic appearance. Another issue is in the presentation of furnished spaces, whether to exclude the public with barriers of some sort, allowing for a thorough furnishing of the space, or to allow public access, which would provide more immediate interaction with the space, but would preclude any degree of furnishing. A related issue is the treatment of furnishings aboard ship: as historic artifacts, as consumable props, or at some definable midpoint.

Library And Archival Collections

LACK OF SPACE FOR EXPANSION OR PROPER STORAGE OF COLLECTIONS

Both the library and archival collections are past the end of their working storage capacity. Some existing archival collections, notably major portions of the vessel plans collection, are stored in a sub-standard conditions and cannot be properly cataloged or made available because of space limitations. Additional space scheduled to become available on the second floor of Building E, Fort Mason will be devoted in part to administrative offices. Unless additional space is found, both branches will have to contract for off-site storage, place additional materials in potentially damaging circumstances, and limit further collecting. Storage of nitrate negative collections must be improved to meet reasonable standards.

LACK OF BUDGET AND STAFF FOR CATALOGING AND PROCESSING

Both information branches suffer from lack of processing staff and lack sufficient funds to contract for cataloging services. In the Library Department, this lack is felt most severely in the oral history collection which remains largely inaccessible due to lack of cataloging and transcription, in the great backlog of unprocessed scrapbook and other material, and in lack of staff to handle the management of

periodicals. In the Historic Documents Department, a great many collections are minimally processed, with only the barest possible access available. The vast majority of vessel plans - an especially rich and largely unexamined collection area - remains inaccessible, because of a lack staff time and of processing and storage space. Hiring of appropriately skilled staff through the NPS mechanisms has proven difficult.

LACK OF BUDGET FOR ACQUISITIONS

In recent years the Library has been allocated a small NPS funded budget for acquisitions, but at a current level of \$5,400 per year, it is insufficient for a major specialized research library. There is no NPS budget for acquisitions by the Historic Documents Department, assuring that some important materials available for purchase cannot be added to the collections.

ABSENCE OF INTEGRATED COMPUTERIZED ACCESS TO COLLECTIONS

There is no single integrated catalog for various forms of information available from the library and archives collections. Each department currently uses computer-based cataloging forms, but these are not compatible. Library and archives planning must be coordinated to arrive at a single compatible, user-terminal system, and needed conversion processes must be funded and executed. Management issues involving the relationship between the two separate information departments must be resolved. Ultimately, a single computerized catalog, with direct availability both to local and remote users, integrating artifacts and fine arts as well as the library and archives, should be provided.

DARKROOM FACILITY PHYSICALLY DISTANT FROM PHOTOGRAPHIC COLLECTIONS STORAGE

The darkroom used for reproduction of collection materials is located in the Aquatic Park Building, while the collections are stored in Building E, Fort Mason. The need to transport materials between the two locations leads to a loss of efficiency and the possibility of damage to original materials, which include fragile glass plate negatives.

LESS THAN FULL-TIME PUBLIC ACCESS

The library, including reference service to the archives, is now available only 22 hours per week. Additional staffing

is required to reach an optimum service level, approaching 48 hours per week.

Administration

PHYSICAL DISTANCE OF ADMINISTRATIVE OFFICE FROM CENTER OF PARK OPERATIONS

The Administrative offices of the Park are located at Building E, Fort Mason, about a quarter of a mile from Hyde Street Pier. This situation isolates administration from the major scene of Park operations.

LACK OF FULL CONTRACTING AUTHORITY IN-HOUSE

Contracting operations are still run through the GOGA contracting office. GOGA, especially with the addition of the Presidio, is all but overwhelmed with work and cannot be entirely faulted for a slow turn-around on SAFR work. In-house capacity and authority for contracting will speed operations and increase efficiency.

LACK OF SUFFICIENT AND APPROPRIATE ADMINISTRATIVE SUPPORT PERSONNEL

Park operations, especially in the planning area, suffer from a lack of high-level administrative assistance to the Superintendent. Production of NPS-mandated planning documents has been slow, and opportunities for co-operative actions with private and governmental entities have not been aggressively pursued, due to the lack of such support.

NEED FOR IMPROVED INFORMATION MANAGEMENT SYSTEMS

Park information resources have not been efficiently managed and the potential for improved management of information through computer and communications technology has not been fully realized. Documentation of projects and programs is inadequate to ensure accountability and future management objectives. The transfer of records for long-term management requires improved systems.

PLANNING

The Park needs to complete its historical structures reports on the ships and the museum building. Historic furnishing plans are also needed for the major vessels, including the Lewis Ark. The General Management Plan has been under-

with delivery and service vehicles, both Park and private. Further, this entrance serves as the only fire emergency access to the Pier. These constraints make the design of an effective, attractive Pier entry area still more difficult, and often result in a conflict between needed work on the vessels and facilities and the need for public access.

LACK OF INTEGRATION BETWEEN AQUATIC PARK AND THE MARITIME HISTORICAL PARK

Although the Park controls Aquatic Park, including the beach, the bleachers, the Bathhouse Building, the Bocce Ball courts, and two restroom structures, there is an understandable lack of public awareness of the area as part of the Maritime Park. The area in fact functions principally as a corridor between the exhibits in the Bathhouse Building and the vessels and other presentations at Hyde Street Pier. As the area is a National Landmark District, no significant alterations which might lead to a visual integration of the space appear to be possible. If in the future the exhibitions are shifted to the Haslett Building, the function of Aquatic Park in terms of Park operations will be still less clear.

DIFFICULTIES IN ACHIEVING FULL ACCESS FOR DISABLED VISITORS AND STAFF

While some significant efforts have been made, the Park has, in general, not gone far enough to comply with the Americans With Disabilities Act. On the historic vessels, obstacles intrinsic to their historic nature will limit access to some spaces, but a number of improvements can and must be made. In the Bathhouse Building provision must be made for wheelchair access to the second floor. Alternate intellectual access must be provided when physical access is technically or financially infeasible.

USES OF SEA SCOUT BASE UNRESOLVED

The small building sitting on a concrete slab pier structure at the West Side of the Aquatic Park Lagoon is included in the Park's boundaries. This facility has been used as a base for San Francisco Sea Scout operations since about 1948. The Sea Scout program, currently in a state of some decline, makes only part-time use of the facility and has had difficulty in providing for proper maintenance of the base. In view of these factors, it may be that some change in the status of the facility, including possible joint use with Park operations, will be desirable. The space has been proposed

as a site for some phase of Park small craft operations. There is general agreement, however, that the Sea Scout program should be fostered by the Park, to the extent possible, as it is in keeping with our mission of preservation of maritime traditions and skills.

LACK OF SMALL CRAFT FACILITIES

As it is currently configured, Hyde Street Pier does not offer sufficient accessible moorings for small craft, nor any convenient way to launch and retrieve small craft. In view of the level of public interest in small craft, the number of usable boats in the collection, and the educational potential of small craft programs, this lack represents an unfulfilled potential for quality Park activities.

LACK OF SUITABLE PUBLIC EVENTS SPACES

The Park as a whole lacks suitable space for public events, large and small. There is a need for class visit orientation space, and a larger space for concerts, films, and lectures. Spaces currently in use for these functions are unsatisfactory. The open Pier is cold and windy, the ships cramped and a potential fire emergency hazard, the Senior Center room dingy and difficult to schedule, and the library small, distant and disruptive of its designed use.

EROSION OF THE AQUATIC PARK BEACH

The Aquatic Park Beach is entirely man-made in its existing configuration, the sand having been trucked in from the excavation for the Union Square parking garage. The beach is constantly scoured by wind and swell action, so that sand is shifted from the West end to the East. Under City management, several dumptruck loads of sand were each year moved from the east to the west end of the beach. Under NPS management, less effective efforts have been made to push sand from east to west. The total quantity of sand on the beach has greatly diminished over the years, especially under NPS stewardship, leading to a beach that is both less attractive and less usable for public recreation.

SHOALING OF AREA TO THE NORTH AND EAST OF HYDE ST. PIER

Since the construction of the breakwater to the north and east of Hyde Street Pier, there has been a notable shoaling or silting-up of the Bay bottom adjacent to Hyde Street pier. This is most apparent immediately to the north of the Pier

and along the northeast edge for the northern 100 yards or so. The breakwater has apparently eliminated the scouring effect of tidal currents previously running through this area.

LACK OF OFFICE SPACE ON THE PIER

There has consistently been a lack of sufficient and suitable office space on or around Hyde Street Pier. Currently, functions including ship management, safety office, Ranger offices, and the Environmental Living Program are housed either in historic spaces or in makeshift, temporary quarters. The new maintenance building, proposed for the Pier, will address part of the problem, but is not a sufficient solution for all needs.

LACK OF PARKING FOR PUBLIC, STAFF AND VOLUNTEERS

The Park is located in what is generally a very congested part of the City. Although some provisions have been made for limited parking by staff and volunteers, this remains a problem area. The lack of convenient, affordable parking for the public is a real limitation on Park operations. There is a commonly voiced feeling among San Francisco residents that this part of the City is to be avoided, due to congestion and lack of parking, leading to a much smaller visitation level by local residents than might otherwise be the case.

FUTURE OF HASLETT WAREHOUSE BUILDING UNRESOLVED

Although the enabling legislation allows for the transfer of the Haslett Building from the G.G.N.R.A. to the Maritime Park, (if its utility to SAFR is demonstrated by the G.M.P.), the status and future of the building remains unresolved. There is general agreement that this would be a desirable site for a new main exhibition facility, but all estimates for development and installation costs are so high that development of the facility by the NPS does not seem a feasible option. There have been proposals for some form of cooperative development with a private sector entity. In the meantime, the building remains largely unused, although the Maritime Park makes some use of the ground floor level for storage of artifacts and Ship Department supplies and materials.

DETERIORATION OF AQUATIC PARK

BATHHOUSE BUILDING

Beginning soon after its completion in 1939, the Bathhouse Building has suffered extensively from water intrusion damage, due in part to the innovative and experimental nature of its construction. This intrusion has in some places been extensive enough to damage decorative interior elements. Estimates prepared by consultants through the Western Regional Office for effective preservation and restoration measures total some \$4,500,000. This considerable sum is required for preservation of a National Landmark building which, in functional terms, is likely to become surplus to the Park's needs if improved exhibition space can be developed.

ENCROACHMENT OF PORT FISHERY BASIN RENEWAL PROJECT

The proposed development of the Port's fishery basin, including new marina-style berthing to the east of Hyde Street Pier, a new Harbor Master's office and fishery visitor center at the northwest corner of Fish Alley, and reconfiguration of the fuel dock, will have a notable impact on Hyde Street Pier operations if constructed. The project is now on hold for lack of funding. If built, the lanes for water access for Park vessels moored on the east side of Hyde Street Pier will be considerably restricted. Revisions to the original plan have apparently insured that minimum access lanes will be retained, but any movement of vessels in this area will be much complicated. The development in the bulkhead area at the end of Fish Alley will not intrude on current, now reduced, Park lease boundaries, but will have the effect of precluding any possible expansion of Park facilities to the east.

Public Programs

DIFFICULTY IN HIRING/RETAINING SUBJECT MATTER SPECIALISTS

All Park staff interpreters are in the Ranger series, and are traditionally seen by the NPS as generalists, able to function equally in any Park situation. With the specialized subject matter of the Maritime Park, however, top quality interpretation requires considerable depth of background and understanding in the field. This would demand either subject background on the part of incoming interpreters or

a lengthy training period. As mobility has traditionally been seen as the route to advancement for NPS Rangers, top quality personnel sometimes move on to other Parks shortly after becoming fully effective in the maritime field. It has been easier to hire fully-qualified temporary Rangers, drawing on all sources, than to hire permanent Rangers, drawing from the NPS-only list. Some conversions of Maritime Park staff have been possible. Some difficulty has also been experienced in assuring appropriate ethnic and gender representation among the staff in this area. While the track record for Maritime Park interpreters has been better than might be expected, there remains an underlying difficulty in the recruitment policy.

CLIMATIC LIMITATIONS OF PIER

Programs at Hyde Street Pier suffer from the exposed location of the Pier, the lack of facilities for shelter, and the often inhospitable weather of this part of San Francisco. Outside programs, which might otherwise be pleasantly situated on the scenic pier, cannot practically be scheduled for afternoons or evenings, except perhaps during the months of September and early October.

LACK OF TRAINED EDUCATOR ON STAFF

There is no current provision for a staff position for a suitably trained museum educator. Increasingly in the museum field, the need has been recognized for staff trained in educational methodology, most often represented by a teaching credential and classroom experience. This position typically heads an Education Department, responsible for developing curriculum for school group tours and outreach programs, and for advising other interpretive programs on learning methodology.

LACK OF A STAFF PROGRAM COORDINATOR

There is no current staff position with exclusive responsibility for development of public programming. While this function is served to some extent by the Chief Ranger, the Interpretive Specialist, and Museum Association staff, the other demands placed on these individuals would seem to preclude a fully-realized potential for programming.

DIFFICULTY IN PROVIDING RELEVANT PROGRAMMING TO AN ETHNICALLY DIVERSE URBAN AUDIENCE

While some good efforts have been made, the full potential for presentation of maritime historical material relevant to the wide-range of ethnic and cultural groups in the Bay Area has not been realized. Ethnic diversity and interaction in the maritime community can be a strong and compelling theme in the Maritime Park's programs, and a base for successful outreach.

RESEARCH COLLECTIONS, LIBRARY, AND ARCHIVES
NOT WELL INTEGRATED INTO PUBLIC
PROGRAMMING.

Although some good efforts have been made through the Library Associates group, additional work is needed to develop an effective outreach program for research collections. The Park could develop a larger and more varied research constituency. Limited reference services also inhibit full development of the research potential of these collections.

MANAGEMENT OBJECTIVES

To Build a Great West Coast Maritime Historical Park

All of our management goals are pointed toward this end. The San Francisco Maritime National Historical Park has both the unique opportunity and the challenging responsibility to realize this institution's potential for greatness in the field of maritime history and preservation.

The Maritime Park is blessed with the historical resources, the location, and the support systems required to achieve truly world-class status among maritime historical institutions. The problem for management is to foster the development of that critical mix of philosophy, people, and programs which will enable the Park to cross the threshold to greatness.

The Maritime Park is best understood as a museum. The Park fulfills every agreed definition of the word museum, yet cannot be so termed under NPS designation policy. This is a trivial handicap, which pales when balanced against the advantages of National Park Service support. It remains important, however, to realize that all Maritime Park operations are essentially those of a museum. Stated most simply, all operations involve the acquisition, care, and presentation of maritime historical collections.

The essential areas of management goals can be usefully grouped under four headings, each with a number of sub-heads: Care of Collections, Development of Facilities, Development of Presentations, and Development of Staff and Systems.

CARE OF COLLECTIONS

The Park is struggling to achieve a successful transition from a young institution, concerned primarily with building collections and establishing its identity and institutional character, to a mature institution, focused on the long-term preservation and the effective use of its holdings. A cornerstone of this maturity is a demonstrated ability to take good care of what we have. This should never mean a halt to collecting, but only an experienced understanding of the full implications of taking on new materials. Among the challenges facing management in the coming years are the following areas:

Restore each of the major vessels to a condition appropriate for museum

exhibition, and maintain them at this level.

Rebuild the schooner C.A. THAYER. There is general agreement on the desirability of maintaining the vessel afloat. The decision mandates a rebuilding project sufficient to insure her structural integrity.

Protect and stabilize the steam schooner WAPAMA. There is again general agreement on the desirability of maintaining WAPAMA out of the water. This decision requires that the vessel be placed in a situation in which appropriate structural support and environmental protections can be insured.

Complete reconstruction of the ferry EUREKA's superstructure. Following recent hull work, work to regain the integrity of her upper-works must be completed to insure long-term preservation.

Accomplish repairs to ship BALCLUTHA deck area, upper plating, hull structure and rigging. Decks and above-deck plating must be made watertight, and water damaged hull structure repaired. All rigging deficiencies must be made good. All repairs to be in-kind.

Complete tug HERCULES hull-preservation work and configuration restoration. Accomplish phase II work to insure hull safety and preservation. Following NHPA review, accomplish restorations of configuration as indicated.

Accomplish preservation work on the hull, deck, and machinery of the tug EPPLETON HALL. Finalize and execute a phased work program to achieve operational condition in an appropriate historic configuration.

Investigate the feasibility of securing long-term timber supplies for vessel restoration, through arrangements for the allocation of a suitable parcel of Federal timber land, to be managed for Park use on a sustainable basis.

Install appropriate fire suppression systems on each of the vessels, following appropriate technical planning. The EUREKA is the top priority for this action.

Install electrolytic protection system suitable to protect each vessel. An appropriate study must be made to determine the best possible system.

Improve Artifact Cataloging and Conservation

Complete integration of all cataloged items into the Park Service ANCS format. Complete cataloging of all accessioned items.

Review cataloging of all items in a systematic manner to ensure that all information available from the Research Curator and other curators, or which may be found through a reasonable research effort, is reflected in the information base.

Establish mechanisms for review of cataloging by staff subject matter experts for all new cataloging.

Review status of all objects with respect to the need for conservation. Develop estimates of staffing and funding requirements to bring all items to acceptable levels. Develop project statement as required.

Investigate potential for computerized integration of access to artifact collections with access to library and archival materials and carry out integration at earliest possible opportunity.

Improve and Expand Artifact Collections

Establish an accessions committee to review all proposed acquisitions.

Carry on with a program to develop pro-active plan for collecting the artifacts of recent maritime history. Acquisition of current or very recent items can be done in a more systematic and reasoned manner than can acquisition of earlier material, which has been preserved, or not, in a fairly random manner.

Establish a program to seek out and secure items identified as being desirable for exhibition in a new Haslett Warehouse museum. The process of analysis of the Haslett Building's potential for museum use, carried out as part of

the General Management Plan, resulted in a listing of objects required to convey the Park's historical subject area. A reasonable program of acquisition of identified items, which are not currently held, should be started.

Seek improved levels of funding for artifact acquisitions. Appropriate levels and sources of funding through the NPS should be identified and allocated for this purpose. Additional dedicated funding arrangements should be made through the National Maritime Museum Association.

Identify those items which should be deaccessioned. We may be able to effect some trades for desirable items.

Improve Library and Archives Cataloging and Conservation

Complete cataloging, transcription, indexing, and cataloging of oral history interview tapes. This project was suspended in the early 1980s due to staff cuts.

Process backlog of scrapbooks materials and continue development of subject related scrapbooks.

Complete cataloging of backlogs of published materials.

Complete full processing and cataloging of archival collections backlog, including photographic collections and plans collections.

Investigate potential for computerized digital imaging of all photographic and plans collections. Following identification of appropriate system, carry out this project.

Achieve a fully-integrated computerized catalog of archival, library, and artifact collections, with local and remote access.

Improve preservation of library and archival materials. Provide improved environmental conditions, including temperature and humidity control, improved housing for various sizes and formats of material, and improved pest management programs. Improve facilities for processing and conservation.

Improve and Expand Library and Archival Collections

Secure appropriate levels of funding for acquisitions of all intellectual resources, working with funding from NPS, National Maritime Museum Association, Associates of the National Maritime Museum Library, and private donation sources.

Complete formulation of a pro-active process to identify and secure appropriate archival collections. Process may involve contacts with current generators of archival material in the maritime field to secure eventual donations in the most appropriate form.

Preserve Aquatic Park

Carry out structural preservation work on the Bathhouse building and adjacent bleachers, as per the study commissioned by Western Regional Office.

Restore all interior decorative elements to original configuration at such time as the Park's major exhibition is moved from the Bathhouse building.

Formulate the most appropriate use or range of uses for the Bathhouse Building and adjacent structures following their maritime museum use. Make all arrangements for executing the chosen plan in the most cost-effective manner possible.

Restore the Aquatic Park grounds to the 1939 W.P.A. landscaping configuration to the extent possible.

Re-establish a concession food service in the west end roundhouse structure.

Separate the "Victorian Park" area from the Aquatic Park Historic District. Victorian Park should be reconfigured as appropriate in connection with the development of the Haslett Warehouse and Hyde Street Pier, following planning study.

Provide graphic interpretive materials dealing with the history and origins of Aquatic Park.

DEVELOPMENT OF FACILITIES

The Park must build the physical plant required to carry out its mission. We must

have the workshops required to care for our diverse collections. We must build the physical framework in which our collections are presented. Our facilities, our framework, must present a unity of purpose, marked by our own clear understanding of objectives. The process of preservation of maritime culture cannot be separated from the presentation of that culture. We must build an integrated center, in which the culture we seek to celebrate is both practiced and experienced. Among the steps toward this end are the following:

Improve appeal and functionality of Hyde Street Pier

Investigate the potential for expansion of facilities to the east of the pier, and take action as possible. Opportunities which may exist for use, under lease arrangements, of Port-owned facilities to the east of Hyde Street Pier offer the potential for great improvement in both maintenance and visitor services.

Design and execute revisions to the entrance to Hyde Street Pier. A signage design project, run through the Western Regional Office, is now programmed. In the longer run, the entrance must be integrated with planning for the Haslett Warehouse Museum space as suggested in the General Management Plan, now under development.

Plan and execute architectural integration of all pier facilities and structures. The architectural treatment of all aspects of the pier presentation must reflect a unified appearance, chosen to complement the historic vessels and the interpretive purposes of the Park.

Construct the projected maintenance shop building. This building will serve as Ship Department offices and provide some working space for Park shipwrights.

Provide covered display area for large artifacts. A number of interesting and relevant objects could be displayed on the Pier if some level of shelter from the elements could be provided. These objects might include boats, engines, and vehicles, adding greatly to the overall visitor interest of the Pier.

Provide public assembly area with wind shelter, stage, and sound system. There has been a consistent need for such a facility. Relatively unsatisfactory temporary arrangements are regularly made for special occasions, but given a satis-

factory and complementary design solution, the problem can be permanently addressed.

Assure full access for disabled persons in planning and design of pier facilities.

Upgrade pier utility systems and add compressed air piping system. Utility systems including water and electrical are more or less deteriorated. A compressed air system would allow for the convenient use of air tools for various maintenance operations.

Plan and execute improved mooring and haul-out facilities for small craft. Various possibilities exist for improved facilities immediately to the east of the Pier. Coordination with the Port will be required for effective planning.

Develop Vessel Preservation Facilities

Develop facilities for ongoing vessel maintenance work on or near Hyde Street Pier. These facilities would replace, ideally with greater effectiveness, the Pier One Fort Mason shipwright shop and various shop facilities now located aboard the vessels. The possibility of space in the "Fish Alley" area to the east of the Pier should be thoroughly investigated.

Develop a facility for major project work on the Park's vessels. This facility should include a deepwater berth in quiet water, a drydock or graving dock, shops and tools for large scale wood and metal working, a large crane, and ample covered and secure storage space. The facility should allow for controlled access for public observation of work on the vessels, and would provide a permanent site for locating the WAPAMA inside a suitable structure. A full interpretive program should be developed and implemented for the facility. The facility is in part required for insurance against a time when no commercial drydock and shipyard facilities are available, but might also function as a more cost-effective alternative to shipyard contracts for some work. Job elements might be contracted out for execution at the Park site, avoiding high shipyard overhead costs and the loss of control that comes with contracts for whole projects on a bid-price basis. A number of alternative scenarios for ship work facilities are now under investiga-

tion as a part of the General Management Plan process. It is vital that action be taken on this item, based on the final G.M.P. recommendations.

Develop Expanded Exhibition Facilities

Develop expanded exhibition facilities for Park collections as per the recommendations now under formulation as part of the General Management Plan process. The final G.M.P. seems almost certain to recommend use of the Haslett Warehouse Building for this function, and further to recommend development in partnership with a commercial development. Whatever the specific recommendation, the need for vastly expanded exhibition facilities is real and pressing, and the development of this facility is one of the vital challenges facing Park management in the coming years.

Provide Expanded Facilities for Artifact Collections

There is an immediate need for additional storage space for artifact collections. Collections of all classes have now outgrown the storage areas available. Large items are stored outside with minimal protection. Shelves for smaller items are packed and collections can no longer be handled with any efficiency. Collections are stored in at least five different locations. Provision of additional storage space, with reasonable levels of security and environmental protection, must be among the leading priorities for management action.

Provide facilities for the conservation of large artifacts. A dedicated shop space, with access for large-scale objects, must be provided. Such a space might best be developed in connection with the ship repair facility.

Provide Expanded Facilities for Library and Archival Collections

Facilities for library and archival collections are now packed well beyond practical limitations for such materials. While some additional material can no doubt be crammed into the space, the point has already been reached at which efficiency is seriously affected. Some collections, most notably the plans, cannot be accessed due to a lack of space to provide additional flat storage. Expansion of collections

storage and processing space is clearly required.

Provide for longer public hours for Library and archival reference service. Forty-eight hours per week is optimum level.

DEVELOPMENT OF PRESENTATIONS

The Park makes use of its collections and its facilities to convey, to as large an audience as possible, something of the value and significance of maritime history and culture. Park resources offer good potential for outreach to the diverse ethnic communities of the Bay Area. To accomplish these goals effectively, our historical resources must be set out in an attractive, accessible, and understandable fashion. Our presentations must reflect our own understanding of the values, meanings, and relationships inherent in the resources. Yet our understandings must not be so obviously imposed on the resources as to rob visitors of their own sense of exploration and discovery. Our task is to facilitate the informed interaction of our audience with the material, so they can take the value that is there. Among the objectives are the following

Realize Full Interpretive Potential of Major Vessels

Develop, adopt and implement an interpretive plan for each vessel. Plans should address programmatic as well as static interpretive presentations. Graphic interpretation should be of the highest possible quality and should be seen as individualized variants of an overall Park style. Potential for interactive visitor experience, both in the guided tour and individual visit context, should be stressed.

Assure full access to disabled persons to the greatest extent possible. When physical access is technically impossible, provide intellectual access.

Develop, adopt and implement an historic furnishings plan for each major vessel, including the Lewis Ark. In conjunction with the interpretive plan, furnishing plans should address not only the nature of historic furnishings appropriate to the various spaces, but the appropriate level of furnishings, considering issues of security, potential for damage to historic pieces, and the trade-off of visitor access versus full furnishing in a given space.

Assess operational potential of each major vessel and

formulate policy regarding the degree, if any, of operation to be pursued for each. Integrate conclusions into all planning for each vessel.

Develop and institute an operations plan and handbook for each operational vessel. Plans to address issues including size and nature of crews, safety precautions and procedures, scope and range and purpose of operations, and duties and procedures for navigating and maneuvering vessel.

Develop school curriculum packages for each major vessel. Material should be developed at two or more grade levels, as appropriate to local elementary and secondary curricula. Project should involve full participation by educational professionals. Full recognition and use should be made of the Park's potential to speak relevantly to the ethnically and socially diverse urban audience which the Park serves.

Improve and Expand Exhibitions and Graphic Interpretation

Ensure that, to the maximum extent possible, a program of high-quality changing exhibit presentations is carried on in the exhibition building.

Ensure that all major work projects on the historic vessels are interpreted through explanatory graphics.

Ensure that presentations combine the highest quality design with a great depth of concern for and understanding of the subject area, and an appreciation of the objects displayed at such time as it becomes possible to prepare exhibitions for use in a new and expanded facility.

Recognize and stress the contributions of various ethnic groups to regional maritime history.

All presentations must achieve full accessibility to disabled persons.

Improve and Expand Public Programs

Add a Program Coordinator position, charged with development and production of special programs including lectures, films, panels, and similar events.

Add an Curator of Education position, charged with upgrading services to school groups, including development of curricula, school visits, and special programs, as well as with consulting with all interpretive and exhibition programs on learning technique.

Increase use of vessels for program purposes, including more hands-on demonstration activities, educational programs aboard operational vessels, and living history programs for a wider range of groups.

Realize the potential for creating programs of relevance to the ethnically and socially diverse urban audience.

Realize full research and educational potential of research collection. Identify user constituencies and their information needs. Design and implement public programs and reference services to meet needs of current and potential users.

Improve Publications Program

Work in partnership with the National Maritime Museum Association to insure that the Sea Letter magazine is published regularly and reflects the scope and depth of Park concerns. While this publication is an Association project, Park staff are involved in the preparation and the magazine is perceived to be at least in part an organ of the Park.

Develop and publish full histories of each of the major vessels. Size and format will vary, but each should as affordably priced as possible, and be available for purchase at the Pier. Publication might be in partnership with the National Maritime Museum Association.

DEVELOPMENT OF STAFF AND SYSTEMS

To accomplish its work in excellence, the Park must take great care in the selection and development of individuals to carry out its various functions, and in setting up management systems and planning arrangements to direct their efforts. Operating within the context of the National Park Service, proven mechanisms are in place to guide staffing, management, and planning actions. Our challenge is to adapt these mechanisms so that they work well under our particular circumstances. Our actions in these areas must reflect a clarity of purpose that is unmistakable and consistently focused, amounting finally to an institutional culture that

can transcend the individual and the questions of the moment, as the Park carries on through the decades. Objectives may be outlined as follows:

Develop Skilled Trades Staff

Develop an improved analysis of trade skills, relationships between trade areas, and forms and levels of supervision required for optimum performance in the preservation of the major vessels and the maintenance and development of Park facilities.

Ensure that position descriptions accurately reflect the skills and attitudes required in the various trade areas.

Ensure that all possible avenues are offered for relevant training and advancement in the trades areas.

Take all steps to encourage and foster both skills and pride in maritime traditions among the ship preservation staff. Steps might include exchange programs with other maritime preservation institutions, internship in commercial shipyards, or leave for seagoing experience.

Encourage increased recruitment from minority and under-represented groups. Programs might include internships, early contacts through local schools, and recruitment of young volunteers from target groups.

Develop Skilled Professional Staff

Increase the level of maritime historical subject matter expertise among professional staff. Steps may include adding positions and further education for existing staff.

Add to professional expertise of staff in collections areas including Library, Archives, and conservation services. Formulate position descriptions and rating plans to gain professional expertise. Encourage development of subject expertise among all professional staff, through recruitment practice and opportunities for further education.

Add staff professional expertise in the area of Naval Architecture, Marine Engineering, and preservation technology, in order to reduce dependence on outside consultants.

Add full contracting capability to Maritime Park staff. Volume, dollar value, and specialized nature of Park contracting justify this addition.

Develop Skilled Exhibit and Interpretive Staff

Add professionally trained education staff with input to all exhibit and interpretive programs and with particular responsibility for improvement of school programs.

Increase staff in exhibitions area, including subject, design, and technological expertise, to increase capacity for production of high-level exhibit and interpretive material.

Improve procedures for recruitment and training of interpretive Rangers, in order to increase depth of subject matter expertise and to improve ethnic and gender mix, while maintaining a high level of interpretive skills.

Develop Volunteer Participation In All Park Activities

Encourage highest possible levels of volunteer participation in vessel maintenance and restoration work by providing suitable staff as project leaders on weekends and as otherwise required, and through a program of rewards and recognition.

Encourage volunteer docent program through high levels of staff interaction.

Increase levels of volunteer participation in collections and administrative work through active participation in internship programs and referrals from the volunteer office of candidates with technical or clerical skills.

Ensure Adequate Funding for All Park Activities.

Ensure that all potential NPS avenues for program and project funding are fully exploited. Upper-level management must be kept informed of Park needs and capabilities. All project planning materials must be kept current, and be clearly and accurately presented. Funded projects must be well-executed and cost-effective.

Maximize admissions income from Hyde Street Pier. As the

Park is authorized to retain these funds for vessel preservation use, every reasonable effort should be made to increase receipts.

Encourage increased levels of private sector donations. Most donations are made through the National Maritime Museum Association. Donations connected with private sector use of Park facilities are an important and growing area. Donations generated through project-specific fund raising efforts must be encouraged and can be aided by high-quality planning and project management efforts on the part of the Park.

Improve Integration of Park With Associated Non-Profit Institutions

Working with the National Maritime Museum Association, clarify and formalize the long-term patterns of interaction, to insure that the needs and interests of both the Park and the Association are recognized, and that the relationship results in the most beneficial arrangements for both parties and for the cause of maritime preservation. As the Association continues its current process of reassessment, Park participation in planning is particularly vital at this time.

Encourage resolution of the proposed integration of the Associates of the National Maritime Museum Library and the National Maritime Museum Association, in a manner satisfactory to both groups and to the Park.

Investigate all possibilities for joint action with the Sea Scouts, Boy Scouts of America. The Park recognizes the value of this organization as a training ground for maritime skills and traditions, and should encourage its long-term survival and success. Any arrangement for joint facility use that would be of mutual benefit to the Park and the Sea Scouts should be formulated and adopted.

Consider any steps necessary to foster a friendly, cooperative, and mutually supportive relationship with the San Francisco Senior Center.

Improve levels of liaison with the Port of San Francisco. Not only do Port actions in the area of Hyde Street Pier have an immediate impact on Park operations, but a larger area of mutual interest certainly exists, as the Port seeks to

find new uses for other properties which reflect maritime culture and traditions. Pursue granting of leasing authority to Park for needed facilities, including the formal leasing of Hyde Street Pier.

Complete the process required for accreditation under the American Association of Museums. This certification by the major professional association in the museum field would be a validation of the quality of the Park's efforts in historic preservation and in the management and interpretation of our collections.

Complete Basic Planning Documentation

Complete and adopt Historic Structure Reports for all vessels. These reports are an essential foundation for appropriate work on the vessels, guiding the direction of any proposed treatments.

Complete and adopt an Historic District Report for Aquatic Park. This report must incorporate planning for the preservation and restoration of the various historic structures and planning for use of the area at such time as the main exhibition facility is shifted elsewhere.

Complete and adopt the General Management Plan. This document, now well advanced toward completion, will set general direction in a number of very decisive areas, including the location of an exhibition facility and a ship maintenance facility. It will also formalize basic statements of mission and purpose referenced in this document.

Complete special studies including a Development Concept and Comprehensive Plan for Haslett Warehouse museum, a Museum Exhibit Plan, and a Development Concept Plan for the Ship Maintenance Facility, following the leads suggested by the General Management Plan.

Complete Resource Management, Collection Management and Position Management Plans, as required by NPS policy.

Complete various other plans and studies in the major vessel area, including Historic Structure Preservation Guides for each vessel, Interpretive Plans for each vessel, and an Handicapped Access Plan for the vessels as a whole.

Improve efficiency of management systems

Make full use of developing computer technology to provide for increased efficiency in tracking of programs and projects and in providing maximum access to historic resources.

Consolidate contracting operations under Maritime Park management, and provide for efficient interaction between in-house and contracted preservation actions.

Improve systems for documentation of projects and programs and for management of records generated.

Execute proposed divestment of GOGA collections.

Formulate and institute systems to insure that all required maintenance operations on the historic vessels are carried out and tracked on an ongoing basis. Any such systems must be compatible with the NPS Maintenance Management System.

Appendix 1
Public Law 100-348
100th Congress

Public Law 100-348
100th Congress

An Act

June 27, 1988
[H.R. 1044]

To establish the San Francisco Maritime National Historical Park in the State of California, and for other purposes.

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled,

San Francisco
Maritime
National
Historical Park
Act of 1988.
Conservation.
National Parks,
monuments, etc.
16 USC 410nn
note.
Public
information.
16 USC 410nn.
Real property.

SECTION 1. SHORT TITLE.

This Act may be cited as the "San Francisco Maritime National Historical Park Act of 1988".

SEC. 2. ESTABLISHMENT.

(a) IN GENERAL.—In order to preserve and interpret the history and achievements of seafaring Americans and of the Nation's maritime heritage, especially on the Pacific coast, there is hereby established the San Francisco Maritime National Historical Park (hereinafter in this Act referred to as the "park").

(b) AREA INCLUDED.—The park shall consist of the lands and interests therein within the area generally depicted on the map entitled "Boundary Map, San Francisco Maritime National Historical Park", numbered 641/80.053 and dated April 7, 1987. The map shall be on file and available for public inspection in the offices of the National Park Service, Department of the Interior and in the office of the Superintendent of the park. If the Secretary of the Interior (hereinafter in this Act referred to as the "Secretary") determines, upon completion of the General Management Plan for the park, that the inclusion of the property at Jefferson and Hyde Streets, San Francisco, known as the Haslett Warehouse, would promote the purposes of the park, the Secretary may adjust the boundaries of the park to include that property after notification to the Committee on Interior and Insular Affairs of the United States House of Representatives and the Committee on Energy and Natural Resources of the United States Senate. The Secretary may make other minor revisions of the boundary of the park in accordance with section 7(c) of the Land and Water Conservation Fund Act of 1965.

(c) GOLDEN GATE NATIONAL RECREATION AREA.—The Secretary shall revise the boundaries of the Golden Gate National Recreation Area to exclude from the National Recreation Area the area within the park (as depicted on the boundary map referred to in subsection (b)). The Secretary shall transfer to the jurisdiction of the park all real and personal property of the United States administered by the Secretary as part of the National Recreation Area located within the boundaries of the park (including the museum building), together with all vessels, marine collections, libraries, historic documents, equipment and other marine artifacts which are administered by the Secretary as part of the National Recreation Area and which relate to maritime history.

(d) MUSEUM BUILDING.—The building housing and displaying the marine collections, libraries, historic documents, equipment, and

Real property
Gifts and
property.
Public buildings
and grounds.

marine artifacts shall be named the "Sala Burton Building" and an appropriate plaque with this designation shall be prominently displayed as part of the structure.

SEC. 3. ADMINISTRATION.

16 USC 410nn-1.

(a) **IN GENERAL.**—The Secretary shall administer the park in accordance with this Act and with the provisions of law generally applicable to units of the National Park System, including the Act entitled "An Act to establish a National Park Service, and for other purposes", approved August 25, 1916 (39 Stat. 535; 16 U.S.C. 1-4), the Act of August 21, 1935 (49 Stat. 666; 16 U.S.C. 461-467), and the National Historic Preservation Act (16 U.S.C. 470-470t). The Secretary shall manage the park in such manner as will preserve and perpetuate knowledge and understanding of American maritime history and to provide for public understanding and enjoyment of maritime history.

(b) **DONATIONS.**—The Secretary may accept and retain donations of funds, property, or services from individuals, foundations, corporations, or public entities for the purpose of providing services and facilities which he deems consistent with the purposes of this Act.

Gifts and property.

(c) **LEASING.**—The Secretary may lease any real or personal property, including vessels and heavy marine equipment such as floating drydocks, which is administered as part of the park. The net receipts from any such lease shall be credited in accordance with subsection 4(f) of the Act of October 27, 1972 (86 Stat. 1299).

Real property.
Gifts and property.

(d) **FEES.**—Notwithstanding any other provision of law, the Secretary may impose entrance fees for admission to the ships in such amounts as he deems appropriate and may impose fees for the use by groups or organizations of the ships. All receipts from such fees shall be credited in accordance with subsection 4(f) of the Act of October 27, 1972 (86 Stat. 1299).

(e) **GENERAL MANAGEMENT PLAN.**—Within 2 years after establishment of the park, the Secretary shall prepare and transmit to the Committee on Interior and Insular Affairs of the United States House of Representatives and the Committee on Energy and Natural Resources of the United States Senate a general management plan for the park. The plan shall include, but not be limited to:

(1) a description of the resources of the park including, but not limited to, maritime and associated artifacts, documents, the following historic vessels: the sailing ship Balclutha; the steam schooner Wapama; the steamship SS Jeremiah O'Brien; the ferry Eureka; the schooner C.A. Thayer; the tug Ellpleton Hall; the tug Hercules; and the scow schooner Alma, and other real and personal property comprising the park collections such as written and illustrative material, objects, wrecks, small watercraft, and vessels;

Real property.
Gifts and property.

(2) plans for the preservation of each historic vessel, including docking facilities, maintenance and ship repair facilities, and estimates for the costs thereof; a determination of the need for permanent docking facilities in a location best suited to the preservation of the historic vessels and for visitor access to the historic vessels; methods of accommodating visitors while protecting the historic vessels; and methods for providing for the proper care, exhibition, and storage of the park collections;

(3) plans for the location, preliminary design, and estimated cost of public facilities to be developed for the park, including a museum building, visitor parking, and public transit access; and

Public buildings and grounds.

(4) Plans for the interpretation of the historic vessels and park collections.

16 USC 410nn-2. **SEC. 4. ACQUISITION OF PROPERTY.**

(a) **GENERAL AUTHORITY.**—The Secretary may acquire land and interests in land within the boundaries of the park by donation, purchase with donated or appropriated funds, or exchange.

(b) **TRANSFERS FROM OTHER AGENCIES.**—The Secretary of Commerce may transfer the Liberty Ship SS Jeremiah O'Brien to the Secretary for inclusion in the historic fleet of the park. Any other Federal property located within the boundaries of the park which is under the administrative jurisdiction of another department or agency of the United States may, with the concurrence of the head of the administering department or agency, be transferred without consideration to the administrative jurisdiction of the Secretary for the purposes of the park.

Contracts.

(c) **STATE AND LOCAL LANDS.**—Lands, and interests in lands, within the boundaries of the park which are owned by the State of California or any political subdivision thereof, may be acquired only by donation. Notwithstanding any other provision of law, the Secretary is authorized to enter into an agreement with the State of California or any political subdivision thereof under which the Secretary may improve and may use appropriated funds for the improvement of berthing facilities if the State or any political subdivision thereof makes available to the Secretary, in accordance with terms and conditions acceptable to the Secretary, lands and interests in land for the purpose of berthing the ships and providing visitor access to the historic ships.

(d)(1) **HISTORIC VESSELS AND OTHER PROPERTY.**—In furtherance of the administration of the park, the Secretary is authorized to acquire by donation, purchase with donated or appropriated funds, or exchange such property as may be appropriate to carry out the purposes of this Act, including vessels, heavy marine equipment, and drydock facilities. The Secretary shall notify the Committee on Interior and Insular Affairs of the United States House of Representatives and the Committee on Energy and Natural Resources of the United States Senate in writing not less than 90 days before acquisition of any large historic vessel. Such notification shall indicate the estimated cost of preservation, restoration if appropriate, and maintenance of the vessel concerned.

(2) **ACQUISITION LIMITATION.**—The Secretary shall not acquire any historic vessel pursuant to this subsection until the Secretary has notified the Committees in writing that sufficient funds have been made available to preserve and maintain those vessels listed in paragraph 3(e)(1) of this Act.

16 USC 410nn-3. **SEC. 5. ADVISORY COMMISSION.**

(a) **ESTABLISHMENT.**—There is hereby established the Advisory Commission of the San Francisco Maritime National Historical Park (hereinafter in this Act referred to as the "Commission"). The Commission shall be composed of 12 members appointed by the Secretary as follows:

(1) 3 members appointed for terms of 4 years from recommendations submitted by the National Maritime Museum Association.

(2) 2 members appointed for terms of 4 years from recommendations submitted by the Governor of the State of

California, at least one of whom shall have professional expertise in maritime historic preservation.

(3) 4 members appointed for terms of 5 years from recommendations submitted by the Mayor of San Francisco with special consideration given to individuals with knowledge of museum and/or maritime issues and who represent the local fishing industry, recreational users, the business community, and neighborhood groups.

(4) 1 member appointed for a term of 5 years from recommendations from the Secretary of Commerce, who shall have professional expertise in the maritime industry.

(5) 2 members appointed for terms of 5 years, who shall have professional expertise in maritime history or historic preservation.

Any member of the Commission appointed for a definite term may serve after the expiration of his term until his successor is appointed. A vacancy in the Commission shall be filled in the manner in which the original appointment was made.

(b) COMPENSATION.—Members of the Commission shall serve without pay. While away from their homes or regular places of business in the performance of services for the Commission, members of the Commission shall be allowed travel expenses, including per diem in lieu of subsistence, in the same manner as persons employed intermittently in Government service are allowed expenses under section 5703 of title 5 of the United States Code.

(c) OFFICERS.—The Chair and other officers of the Commission shall be elected by a majority of the members of the Commission to serve for terms established by the Commission.

(d) MEETINGS.—The Commission shall meet at the call of the Chair or a majority of its members, but not less than twice annually. Seven members of the Commission shall constitute a quorum. Consistent with the public meeting requirements of the Federal Advisory Committee Act, the Commission shall, from time to time, meet with persons concerned with maritime preservation.

(e) BYLAWS AND CHARTER.—The Commission may make such bylaws, rules, and regulations as it considers necessary to carry out its functions under this Act. The provisions of section 14(b) of the Federal Advisory Committee Act (Act of October 6, 1972; 86 Stat. 776), are hereby waived with respect to this Commission.

(f) FUNCTIONS.—The Commission shall advise the Secretary on the management and development of the park. The Secretary, or his designee, shall from time to time, but at least semiannually, meet and consult with the Commission on matters relating to the management and development of the park.

(g) TERMINATION.—The Commission shall cease to exist 10 years after the date on which the first meeting of the Commission is held.

SEC. 6. CONFORMING AMENDMENT.

Section 4(f) of the Act of October 27, 1972 (16 U.S.C. 460bb-3(f)), is amended by striking out "National Maritime Museum" and inserting "San Francisco Maritime National Historical Park".

16 USC 410nn-4. SEC. 7. AUTHORIZATION OF APPROPRIATIONS.

There are hereby authorized to be appropriated such sums as may be necessary to carry out the purposes of this Act, but not to exceed \$200,000 for planning.

Approved June 27, 1988.

LEGISLATIVE HISTORY—H.R. 1044:

HOUSE REPORTS: No. 100-73 (Comm. on Interior and Insular Affairs).

SENATE REPORTS: No. 100-373 (Comm. on Energy and Natural Resources).

CONGRESSIONAL RECORD.

Vol. 133 (1987): May 4, considered and passed House.

Vol. 134 (1988): June 6, considered and passed Senate, amended.

June 14, House concurred in Senate amendments.



Appendix 2

National Maritime Museum Act of 1987

NATIONAL MARITIME MUSEUM ACT OF 1987

APRIL 30, 1987.—Committed to the Committee of the Whole House on the State of the Union and ordered to be printed

Mr. UDALL, from the Committee on Interior and Insular Affairs,
submitted the following

REPORT

[To accompany H.R. 1044]

[Including cost estimate of the Congressional Budget Office]

The Committee on Interior and Insular Affairs, to whom was referred the bill (H.R. 1044) to establish the National Maritime Museum at San Francisco in the State of California, and for other purposes, having considered the same, report favorably thereon with amendments and recommend that the bill as amended do pass.

The amendments are as follows:

Page 1, line 3, strike all after the enacting clause and insert in lieu thereof the following:

SECTION 1. SHORT TITLE.

This Act may be cited as the "San Francisco Maritime National Historical Park Act of 1987".

SEC. 2. ESTABLISHMENT.

(a) IN GENERAL.—In order to preserve and interpret the history and achievements of seafaring Americans and of the nation's maritime heritage, especially on the Pacific coast, there is hereby established the San Francisco Maritime National Historical Park (hereinafter in this Act referred to as the "park").

(b) AREA INCLUDED.—The park shall consist of the lands and interests therein within the area generally depicted on the map entitled "Boundary Map, San Francisco Maritime National Historical Park," numbered 641/80.053 and dated April 7, 1987. The map shall be on file and available for public inspection in the offices of the National Park Service, Department of the Interior and in the office of the Superintendent of the park. If the Secretary of the Interior (hereinafter in this Act referred to as the "Secretary") determines, upon completion of the General Management Plan for the park, that the inclusion of the property at Jefferson and Hyde Streets, San Francisco, known as the Haslett Warehouse, would promote the purposes of the park, the Secretary may adjust the boundaries of the park to include that property after notification to the Committee on Interior and Insular Affairs of the United States House of Representatives and the Committee on Energy and Nat-

ural Resources of the United States Senate. The Secretary may make other minor revisions of the boundary of the park in accordance with section 7(c) of the Land and Water Conservation Fund Act of 1965.

(c) **GOLDEN GATE NATIONAL RECREATION AREA.**—The Secretary shall revise the boundaries of the Golden Gate National Recreation Area to exclude from the National Recreation Area the area within the park (as depicted on the boundary map referred to in subsection (b)). The Secretary shall transfer to the jurisdiction of the park all real and personal property of the United States administered by the Secretary as part of the National Recreation Area but located within the boundaries of the park (including the museum building), together with all vessels, marine collections, libraries, historic documents, equipment and other marine artifacts which are administered by the Secretary as part of the National Recreation Area and which relate to maritime history.

(d) **MUSEUM BUILDING.**—The building housing and displaying the marine collections, libraries, historic documents, equipment, and marine artifacts shall be named the "Sala Burton Building" and an appropriate plaque with this designation shall be prominently displayed as part of the structure.

SEC. 3. ADMINISTRATION.

(a) **IN GENERAL.**—The Secretary shall administer the park in accordance with this Act and with the provisions of law generally applicable to units of the National Park System, including the Act entitled "An Act to establish a National Park Service, and for other purposes", approved August 25, 1916 (39 Stat. 535; 16 U.S.C. 1-4), the Act of August 21, 1935 (49 Stat. 666; 16 U.S.C. 461-467), and the National Historic Preservation Act (16 U.S.C. 470-470t). The Secretary shall manage the park in such manner as will preserve and perpetuate knowledge and understanding of American maritime history and to provide for public understanding and enjoyment of maritime history.

(b) **DONATIONS.**—The Secretary may accept and retain donations of funds, property, or services from individuals, foundations, corporations, or public entities for the purpose of providing services and facilities which he deems consistent with the purposes of this Act.

(c) **LEASING.**—The Secretary may lease any real or personal property, including vessels and heavy marine equipment such as floating drydocks, which is administered as part of the park. The net receipts from any such lease shall be administered in accordance with the Act of October 27, 1972 (86 Stat. 1299).

(d) **FEES.**—Notwithstanding any other provision of law, the Secretary may impose entrance fees for admission to the ships in such amounts as he deems appropriate and may impose fees for the use by groups or organizations of the ships. All receipts from such fees shall be administered in accordance with the Act of October 27, 1972 (86 Stat. 1299).

(e) **GENERAL MANAGEMENT PLAN.**—Within 2 years after establishment of the park, the Secretary shall prepare and transmit to the Committee on Interior and Insular Affairs of the United States House of Representatives and the Committee on Energy and Natural Resources of the United States Senate a general management plan for the park. The plan shall include appropriate plans for development of the park to achieve the intent and purposes of this Act which shall include, but not be limited to, the following:

(1) A description of the elements appropriate to the park which shall include, but need not be limited to, the maritime and associated artifacts, documents, and the following historic vessels:

- (A) The sailing ship *Balclutha*.
- (B) The steam schooner *Wapama*.
- (C) The steamship *SS Jeremiah O'Brien*.
- (D) The ferry *Eureka*.
- (E) The schooner *C.A. Thayer*.
- (F) The tug *Eppleton Hall*.
- (G) The tug *Hercules*.
- (H) The scow schooner *Alma*.

The description shall include other real and personal property which comprises the park collections, such as written and illustrative material, objects, wrecks, smaller watercraft, and vessels. The description shall also include other real and personal property which the Secretary deems necessary for purposes of management of the park.

(2) Plans for the preservation of each historic vessel, including docking facilities, maintenance and ship repair facilities, and estimates for the costs thereof. Such plans shall include determination of permanent docking facilities in the

location best suited to the preservation of the historic vessels and for visitor access to the historic vessels. They shall also include methods of accommodating visitors while protecting the historic vessels. Plans shall also provide for the proper care, exhibition, and storage of the park collections.

(3) Plans for the location, preliminary design, and estimated cost of public facilities to be developed for the park, including a museum building, visitor parking, and public transit access.

(4) Plans for the interpretation of the historic vessels and park collections.

SEC. 4. ACQUISITION OF PROPERTY.

(a) **GENERAL AUTHORITY.**—The secretary may acquire land and interests in land within the boundaries of the park by donation, purchase with donated or appropriated funds, or exchange.

(b) **TRANSFERS FROM OTHER AGENCIES.**—The Secretary of Commerce may transfer the Liberty Ship *SS Jeremiah O'Brien* to the Secretary for inclusion in the historic fleet of the park. Any other Federal property located within the boundaries of the park which is under the administrative jurisdiction of another department or agency of the United States may, with the concurrence of the head of the administering department or agency, be transferred without consideration to the administrative jurisdiction of the Secretary for the purposes of the park.

(c) **STATE AND LOCAL LANDS.**—Lands, and interests in lands, within the boundaries of the park which are owned by the state of California or any political subdivision thereof, may be acquired only by donation.

(d) **HISTORIC VESSELS AND OTHER PROPERTY.**—In furtherance of the administration of the park, the Secretary is authorized to acquire by donation, purchase with donated or appropriated funds, or exchange such property as may be appropriate to carry out the purposes of this Act, including vessels, heavy marine equipment, and drydock facilities. The Secretary shall notify the Committee on Interior and Insular Affairs of the United States House of Representatives and the Committee on Energy and Natural Resources of the United States Senate in writing not less than 90 days before acquisition of any large historic vessel. Such notification shall indicate the estimated cost of preservation, restoration if appropriate, and maintenance of the vessel concerned.

SEC. 5. ADVISORY COMMISSION

(a) **ESTABLISHMENT.**—There is hereby established the Advisory Commission of the San Francisco Maritime National Historical Park (hereinafter in this Act referred to as the "Commission"). The Commission shall be composed of 12 members appointed by the Secretary as follows:

(1) 3 members appointed for terms of 4 years from recommendations submitted by the National Maritime Museum Association.

(2) 2 members appointed for terms of 4 years from recommendations submitted by the Governor of the State of California, at least one of whom shall have professional expertise in maritime historic preservation.

(3) 2 members appointed for terms of 5 years from recommendations submitted by the Mayor of San Francisco.

(4) 1 member appointed for terms of 5 years from recommendations from the Secretary of Commerce, who shall have professional expertise in the maritime industry.

(5) 2 members appointed for terms of 5 years, who shall have professional expertise in maritime history or historic preservation.

(6) 2 public members for terms of 5 years with expertise in maritime history. Any member of the Commission appointed for a definite term may serve after the expiration of his term until his successor is appointed. A vacancy in the Commission shall be filled in the manner in which the original appointment was made.

(b) **COMPENSATION.**—Members of the Commission shall serve without pay. While away from their homes or regular places of business in the performance of services for the Commission, members of the Commission shall be allowed travel expenses, including per diem in lieu of subsistence, in the same manner as persons employed intermittently in Government service are allowed expenses under section 5703 of title 5 of the United States Code.

(c) **OFFICERS.**—The Chair and other officers of the Commission shall be elected by a majority of the members of the Commission to serve for terms established by the Commission.

(d) **MEETINGS.**—The Commission shall meet at the call of the Chair or a majority of its members, but not less than twice annually. Seven members of the Commission shall constitute a quorum. Consistent with the public meeting requirements of the

Federal Advisory Committee Act, the Commission shall, from time to time, meet with persons concerned with maritime preservation.

(e) **BYLAWS AND CHARTER.**—The Commission may make such bylaws, rules, and regulations as it considers necessary to carry out its functions under this Act. The provisions of section 14(b) of the Federal Advisory Committee Act (Act of October 6, 1972; 86 Stat. 776), are hereby waived with respect to this Commission.

(f) **FUNCTIONS.**—The Commission shall advise the Secretary on the management and development of the park. The Secretary, or his designee, shall from time to time, but at least semiannually, meet and consult with the Commission on matters relating to the management and development of the park.

(g) **TERMINATION.**—The Commission shall cease to exist 10 years after the date on which the first meeting of the Commission is held.

SEC. 6. CONFORMING AMENDMENT.

Section 4(f) of the Act of October 27, 1972 (16 U.S.C. 460bb-3(f)) is amended by striking out "National Maritime Museum" and inserting "San Francisco Maritime National Historical Park".

SEC. 7. AUTHORIZATION OF APPROPRIATIONS.

There are hereby authorized to be appropriated such sums as may be necessary to carry out the purposes of this Act.

Amend the title so as to read:

A bill to establish the San Francisco Maritime National Historical Park in the State of California, and for other purposes.

PURPOSE

The purpose of H.R. 1044¹ is to establish the San Francisco Maritime National Historical Park to preserve and interpret America's maritime heritage.

BACKGROUND

The proposed San Francisco National Historic Park is currently a part of Golden Gate National Recreation Area. Known as the National Maritime Museum, it now consists of historic vessels and maritime collections, artifacts and documents. There are seven historic ships—the *Balclutha*, *Wapama*, *C.A. Thayer*, *Eureka*, *Alma*, *Hercules* and *Eppleton Hall*, as well as numerous smaller craft. Five of the historic vessels are National Historic Landmarks. In addition, there is a 12,000 volume library, 100,000 historic ship plans and 170,000 historic photographs, and numerous maritime artifacts. The historic vessels are moored at several different docks including the Hyde Street Pier, which is leased to the National Park Service by the City of San Francisco on a month to month basis. Together, these varied resources are a major and significant collection documenting American maritime history, especially its West Coast history.

First collected in the early 1950s, the historic vessels and collections were cared for by private individuals who subsequently donated them to the State of California and City of San Francisco. Congressional action in 1972 authorized the National Park Service to accept the maritime collection from the state which was completed in 1978. Insufficient maintenance performed on the ships because

¹ H.R. 1044 was introduced February 5, 1987 by Representative Morris K. Udall for himself, and Mr. Vento, Mr. Edwards of California, Mrs. Boxer, Mr. Miller of California, Mr. Mineta, Mr. Lantos, Mr. Coelho, Mr. Berman, Mr. Hawkins, Mr. Bates, Mr. Fazio, Mr. Panetta, Mr. Roybal, Mr. Waxman, Mr. Torres, Mr. Anderson, Mr. Bosco, Mr. Brown of California, Mr. Dellums, Mr. Dixon, Mr. Dymally, Mr. Beilenson, Mr. Lehman of California, Mr. Levine of California, Mr. Martinez, Mr. Matsui, and Mr. Stark.

of lack of funds has resulted in major restoration work being needed.

SECTION-BY-SECTION ANALYSIS

Section 1 provides that this Act may be referred to as the "San Francisco Maritime National Historical Park Act of 1987". The Committee believes that this name change better reflects the nature and significance of the park's resources.

Section 2(a) establishes the San Francisco Maritime National Historical Park in order to preserve and interpret American maritime heritage.

Section 2(b) defines the boundary of the park and allows the Secretary upon completion of the General Management Plan to adjust the park boundary to include the Haslett Warehouse if it would promote the purposes of the park. The Committee heard testimony that the Haslett Warehouse could serve as the museum facility of the new park but prefers that the General Management Plan determine its suitability for that purpose.

Section 2(c) directs the Secretary to revise the boundaries of Golden Gate National Recreation Area and to transfer to the new park all real and personal property located within the boundaries of the park as well as all other maritime-related structures, objects and documents. The Committee intends that all maritime-related structures, objects, and documents now part of Golden Gate National Recreation Area shall be transferred to the new park and that the park shall be administered as a wholly separate unit of the National Park System.

Section 2(d) names the building housing and displaying the marine collections as the "Sala Burton Building" with an appropriate plaque prominently displaying this designation. Because of her significant contribution, the Committee intends that Congresswoman Burton should be properly recognized.

Section 3(a) directs the Secretary to manage San Francisco Maritime National Historical Park in accordance with all existing laws of the National Park System.

Section 3(b) authorizes the Secretary to accept and retain donations for purposes consistent with this Act.

Section 3(c) authorizes the Secretary to lease any real or personal park property including vessels and heavy maritime equipment such as floating drydocks. The Committee notes that legislation passed in the 99th Congress specifically authorized leasing of the floating drydock. The Committee intends to allow leasing of the historic vessels in ways consistent with their preservation and to provide further revenue for their preservation.

Section 3(d) allows the Secretary to impose fees for admission to the ships or for the use of the ships with all receipts being administered in accordance with the provisions of the Act of October 27, 1972 (86 Stat. 1299).

Section 3(e) directs the Secretary to prepare a General Management Plan within two years after establishment of the park and to transmit copies of the plan to the named Committees of the Congress. The General Management Plan shall include appropriate elements including both historic vessels and park collections, plans for

the preservation of each historic vessel and for the park collections, plans for the public facilities, and plans for the interpretation of the historic vessels and park collections. The Committee intends that selection of permanent docking facilities shall be determined after careful study of the best site for preservation of the historic vessels and for visitor access to them. Earlier proposals sought to maintain the historic vessels in a "seaworthy condition". The Committee rejects that proposal. "Seaworthy condition" implies that the historic vessels would be moved, that they would comply with modern Coast Guard regulations, and that their ability to move would take precedence over retention of their historic fabric. However, the Committee is not adverse to sailing the historic vessels for short periods when such would not diminish from their longterm preservation. The Committee intends that the General Management Plan should be prepared so as to carefully examine the alternatives for park facilities in order to ensure that they best meet the needs of preservation of the historic vessels and the park collections, and to provide the most appropriate visitor experience. The Committee recognizes the importance of interpretation of the park resources to the public, and strongly encourages that it be provided in the most professional manner possible.

Section 4(a) authorizes the Secretary to acquire land and interests in land within the boundaries of the park by donation, purchase with donated or appropriated funds, or exchange.

Section 4(b) provides for the transfer of the Liberty Ship SS Jeremiah O'Brien to the historic fleet of the park, as well as any other Federal property located within the boundaries of the park.

Section 4(c) prohibits the acquisition of state and local lands by any means other than donation. The Committee understands that the State of California now holds title to certain tidal lands located within the boundary of the new park, and that the City of San Francisco owns the Hyde Street Pier. The Committee strongly believes that determination of the historic vessels' permanent docking location should be made based on the best estimate of preservation and display of the vessels. However, the Committee recognizes that the determination of the location of docking facilities is one that is controlled to some degree by state and local land ownership, and encourages the National Park Service to work with the State and City of San Francisco to provide the most appropriate facilities possible.

Section 4(d) authorizes the Secretary to acquire property appropriate to the purposes of the park. It directs the Secretary to notify the Committee on Interior and Insular Affairs of the United States House of Representatives and the Committee on Energy and Natural Resources of the United States Senate before the acquisition of any large historic vessel. The Committee defines large historic vessels as those whose preservation and maintenance will probably entail significant expenditures by reason of their construction, complexity or size. The Committee recognizes that restoration of historic structures, including historic vessels, often entails removal of some historic elements. However, such actions only should be taken when absolutely necessary.

Section 5 establishes an Advisory Commission to the park and designates its membership. The Committee heard testimony that

more local representation should be included on the Advisory Commission provide advice to the park on matters of maritime history and preservation.

Section 6 amends the Act of October 27, 1972 by striking out "National Maritime Museum" and inserting "San Francisco Maritime National Historical Park".

Section 7 authorizes such sums as may be necessary to carry out the purposes of this Act.

LEGISLATIVE HISTORY AND COMMITTEE RECOMMENDATIONS

Hearings were held by the Subcommittee on National Parks and Public Lands on H.R. 1044 on March 26, 1987. The bill was favorably recommended to the Committee on Interior and Insular Affairs, with an amendment in the nature of substitute on April 7, 1987. The Committee approved H.R. 1044, as amended, by voice vote on April 22, 1987.

COST AND INFLATIONARY IMPACT STATEMENTS

The Committee does not believe that the enactment of H.R. 1044 will have any significant effect on inflation since its impact on the national economy will be minimal. The cost analysis submitted to the Committee by the Congressional Budget Office follows:

OVERSIGHT STATEMENT

The Subcommittee on National Parks and Public Lands conducted hearings on this legislation and, in the course of those hearings, had an opportunity to discuss and inquire about the implementation of the underlying legislation. No recommendations were received by the Committee pursuant to Rule X, clause 2.

DEPARTMENTAL REPORT

The report of the Department of the Interior, dated April 8, 1987, follows:

U.S. CONGRESS.
CONGRESSIONAL BUDGET OFFICE.
Washington, DC, April 27, 1987.

Hon. MORRIS K. UDALL,
*Chairman, Committee on Interior and Insular Affairs,
House of Representatives, Washington, DC.*

DEAR MR. CHAIRMAN: The Congressional Budget Office has reviewed H.R. 1044, the San Francisco Maritime National Historical Park Act of 1987, as ordered reported by the House Committee on Interior and Insular Affairs, April 22, 1987. CBO expects the enactment of this bill to have no significant impact on the federal budget or on those of state or local governments.

H.R. 1044 would establish the San Francisco Maritime National Historical Park. The park would be created by revising the existing boundaries of the Golden Gate National Recreation Area to exclude the area known as the National Maritime Museum. All related assets would be transferred to the new park.

The bill would authorize the National Park Service (NPS) to acquire property or vessels for the park by donation, exchange or purchase. No acquisitions requiring appropriated funds are currently anticipated. Procedures and authorities related to the collection of entrance and rental fees would remain unchanged except for a provision allowing the NPS to accept and retain donations to the park from private parties. CBO does not expect cash donations or resultant spending to be significant in the near future.

Finally, H.R. 1044 would establish a 12-member Advisory Commission of the San Francisco Maritime National Historical Park. Members would not receive compensation but would be entitled to reimbursement for travel expenses, including per diem in lieu of subsistence. Such expenses are estimated to increase federal outlays by less than \$6,000 per year beginning in fiscal year 1988.

If you wish further details on this estimate, we will be pleased to provide them.

With best wishes,

Sincerely,

EDWARD M. GRAMLICH,
Acting Director.

U.S. DEPARTMENT OF THE INTERIOR,
OFFICE OF THE SECRETARY,
Washington, DC, April 8, 1987.

Hon. MORRIS K. UDALL,
*Chairman, Committee on Interior and Insular Affairs,
House of Representatives, Washington, DC.*

DEAR MR. CHAIRMAN: This responds to your request for our views on H.R. 1044, the "National Maritime Museum Act of 1987."

We do not object to the enactment of H.R. 1044, but only if it is amended to address our concerns, which are outlined below.

If enacted, H.R. 1044 would create a new unit of the National Park System, the National Maritime Museum at San Francisco, by carving out that area generally known as the Aquatic Park from the boundaries of the Golden Gate National Recreation Area. The National Maritime Museum at San Francisco would also include the fleet of historic vessels as well as the library and artifacts. The Aquatic Park Lagoon would be designated the San Francisco National Historic Seaport.

The bill would require a general management plan for the museum within two complete years after enactment. The planning effort would be funded from the receipts collected from entrance fees and from special use fees from such groups as commercial motion picture and television producers or organizations who use the museum facilities and ships. After the planning is completed, the receipts would be credited to the cost of maintaining the historic fleet, less the cost of collection.

Under the bill, the general management plan shall include, but not be limited to, the development of cultural and natural resources management plans and the location, design, and estimated cost of public facilities to be developed for the museum, which may include docking facilities to provide maximum shelter to the histor-

ic fleet from prevailing winds, winter storms, tides, and wave action. Further, the bill directs that the plan provide for a modern museum building, which shall be named after the late Representative Sala Burton.

While the Maritime Museum and historic ships were included within the boundary in the original 1972 legislation establishing the Golden Gate National Recreation Area, it was not until 1977 that the San Francisco State Historic Park vessels were donated to the National Park Service. In 1978, the City and the Maritime Museum, who jointly operated the San Francisco Maritime Museum, donated their respective interests to the National Park Service. These former State and City properties would be constituted as a new and separate unit of the National Park System under H.R. 1044.

The purposes of Golden Gate National Recreation Area, as stated in the first section of Public Law 92-589, are:

- (1) To preserve for public use and enjoyment certain areas of outstanding natural, historic, scenic, and recreational values;
- (2) To provide for recreational open space; and
- (3) To protect it from development and uses which would destroy the scenic beauty and natural character of the area.

There is no recognition or specific direction given for the management of the nationally significant fleet of vessels and artifacts. Therefore, the overall impact of H.R. 1044 would be to give specific statutory direction to the National Park Service in the management of these resources. In this regard, the bill is similar to existing law that includes Muir Woods National Monument and Fort Point National Historic Site within the original boundary of Golden Gate National Recreation Area while, at the same time, provides that these two sites are administered as distinct and identifiable units of the National Park System in accordance with their own legislation. We agree that this concept is appropriate for the historic ships and marine artifacts. However, we have particular concerns about H.R. 1044 as currently drafted.

First, section 2 states the purposes and establishes the area as the "National Maritime Museum at San Francisco." One purpose would require that the vessels be maintained in seaworthy condition, which we believe would result in an unnecessarily high cost to the National Park Service. Such a requirement, further, may put us at odds with the regulations of the U.S. Coast Guard and our mandate to preserve the ships accurately. Further, it would be unnecessary to maintain the ships in seaworthy condition if they were permanently berthed in the same vicinity at which they are now berthed.

Another of our concerns about section 2 is the creation of a new nomenclature for the National Park System, a "National Museum", which we believe would be more appropriately reserved for units under the jurisdiction of the Smithsonian. In lieu of this designation, we would recommend an alternative designation, that of "San Francisco Seaport National Historical Park" as being both more in line with current nomenclature as well as being more accurate historically with regard to the resources it contains. Specifically, the ships themselves generally represent aspects of only the

west coast maritime history. Enclosed with this report is a list of the historic vessels and a brief description of each.

Our final concern with section 2 is the naming of the Aquatic Park area as the San Francisco National Historic Seaport. Again, the bill introduces new nomenclature. We do not, however, object to the provision naming the museum building in the memory of the late Representative Sala Burton, and we defer to the judgment of Congress in this regard.

With regard to section 3, which would authorize acquisition of real and personal property, we believe that the only non-Federally owned property located within the boundaries of this site is the Hyde Street Pier, which is home to five of the historic vessels of the fleet, and the 31.42 acres of tidelands beneath the lagoon, which are owned by the State of California. With regard to the Liberty Ship SS Jeremiah O'Brien, which is specifically authorized for acquisition, she is currently under charter from the Maritime Administration to the National Park Service. Under current law, we understand that a permanent transfer to the National Park Service is prohibited and that the ship can only be sold for scrap or be rehabilitated and used as a merchant vessel. Because this is one of the last of two remaining Liberty Ships, we believe it would be an important addition to the fleet, and we support the language authorizing the transfer.

Section 4 sets forth administrative authorities and requirements. We believe that this section should be redrafted to more accurately reflect the vessels and artifacts at this proposed unit and to more accurately reflect the mission of the National Park Service. Specifically, the resources are significant to the history of the west coast but in no way truly reflect a "national maritime" collection. To that end, we believe subsection (a) is misleading. Further, the more appropriate entity to carry out the mandate described in subsection (a), namely maintaining a scholarly institution for research and study of national maritime history and resources, would be the Smithsonian Institution.

Subsection (c) provides that, for 2 years, receipts from fees shall be available for the preparation of a general management plan for this new unit of the System. Earmarking the receipts for a period of time to fund the general management plan requires that the level of effort be directly dependent upon fees collected. In turn, the receipts collected during this period of time would not go toward the maintenance of the historic fleet. Moreover, under the Administration's park entrance fees proposal, planning would not be among the operational elements funded directly from such fees. We recommend, therefore, that the National Park Service be allowed to use its existing authority and funding priorities to prepare a general management plan for this proposed new unit.

We believe that the detailed requirements contained in section 4(d) for the general management plan are unduly prescriptive and should be deleted. The National Park Service has sufficient authority under current law to develop a plan responsive to the purposes of H.R. 1044. For example, section 4(d)(4) seems to require planning for very costly facilities when modest modifications of existing facilities may be more appropriate.

With regard to the proposal contained in section 4(d)(5), we would suggest that the concept of locating the historic vessels for interpretive purposes at other ports for permanent display or for temporary visits would require an expenditure of funds not within the reach of the National Park Service at this time and, therefore, we believe this is an inappropriate provision to require the plan to address.

We also are concerned with the provision of section 4(e) of the bill and, accordingly, recommend that it be deleted. Section 4(e) requires the appointment of a superintendent, a chief curator, a conservator of ships, and an executive secretary to a commission described in section 6. This provision would set an unwarranted precedent and would remove management decisions from the National Park Service. We suggest that such statutory language is inappropriate and unnecessary.

We do not object to the provisions of section 5, providing for advance notice to the Committees prior to acquisition and disposal of vessels.

With regard to sections 6 and 7, we believe that these sections are unnecessary. Section 6 would establish an advisory commission. Should an advisory commission be necessary, we have sufficient authority to establish a commission under existing laws. Section 7 is a technical amendment which would be unnecessary if the Congress adopts our recommendation with regard to the nomenclature used for this unit.

If H.R. 1044 is amended to address our concerns, we anticipate that its enactment would result in no increase in cost while providing recognition and direction in the management of the historic fleet and artifacts. As currently drafted, however, the bill is unacceptable to us because of its potential future costs and the management precedent it would create.

The Office of Management and Budget has advised that there is no objection to presentation of this report from the standpoint of the Administration's program.

Sincerely,

WILLIAM P. HORN,
Assistant Secretary.

Enclosure.

MAJOR VESSELS OF THE NATIONAL MARITIME MUSEUM

Sailing vessel *Balclutha*: A steel hulled full-rigged British-built deep waterman. Length 301 feet; beam 38.6 feet; draft 12 feet. Constructed 1886. Operated as a general cargo carrier typical of the "Cape Horners" of the 80's and 90's. Switched to American register 1901. Chartered in 1902 by Alaska Packers Association for salmon trade. Presently moored outside park boundaries at Pier 43.

Ferryboat *Eureka*: Double-ended wood construction with copper sheathed bottom. Length 277 feet; beam 42.7 feet; draft 8 feet. Constructed 1890; major refit 1922. Completely equipped including single cylinder (65 in. bore) "walking beam" engine. Considered the finest example extant of the

once-numerous fleet of passenger ferries plying San Francisco Bay.

Tugboat *Hercules*: Steel hull and superstructure. Length 140 feet; beam 26 feet; draft 16 feet. Constructed 1906-07. Triple expansion steam engine converted from coal to diesel complete. Engaged in towing activities west coast and San Francisco Bay. Considered best example of historic steam tug in U.S.

Three-masted schooner *C.A. Thayer*: Wooden hulled sailing schooner. Length (at waterline) 156 feet; beam 36.6 feet; draft 9 feet. Built in 1895, Humboldt Bay. Originally worked coastal lumber trade, later served salmon and cod-fisheries and other commercial trade. Last surviving example afloat of her kind.

Scow-schooner *Alma*: Square-ended, flat bottom wood construction. Length 59 feet; beam 22.6 feet; draft 9 feet. Normally rigged and outfitted with a full set of sails and regularly sailed on the bay. Constructed in 1891. The last example afloat of the local "truck" of the pre-bridge era. Represents a design unique to San Francisco Bay.

Paddlewheel tugboat, *Epplenton Hall*: Steel hull. Length 100 feet; beam 33 feet; draft 6 feet. Constructed 1914 in South Shields, England. Steam-driven side-lever "grasshopper" engine converted from coal to diesel—normally in operational condition. Typical of the famous English "Tyneside tugs." Reconstructed in 1970 and sailed across Atlantic from England to San Francisco.

Steam schooner *Wapama*: A wooden steam propelled lumber "schooner." Length 205 feet; beam 40 feet; draft 17 feet. Constructed 1915. Triple expansion steam engine 80% complete. Vessel unique to west coast built for coastal lumber trade and limited passenger service. Towed to Oakland in 1980 and placed on drydock due to deteriorated condition of hull. Currently is sitting on a barge at Sausalito, California. Probably cannot be restored to floating condition.

World War II Liberty Ship *SS Jeremiah O'Brien* is the last of 2,750 of these ships built in the largest shipbuilding program ever to remain in unaltered condition. Was constructed in 1943 at South Portland, Maine, and is 441 feet long, 56 feet beam and 28 feet draft. Restored in 1982 by National Liberty Ship Memorial. Under charter from Maritime Administration to National Park Service. Berthed at Pier 3, Fort Mason.

CHANGES IN EXISTING LAW MADE BY THE BILL, AS REPORTED

In compliance with clause 3 of Rule XIII of the Rules of the House of Representatives, changes in existing law made by the bill, as reported, are shown as follows (existing law proposed to be omitted is enclosed in black brackets, new matter is printed in italic, existing law in which no change is proposed is shown in roman):

SECTION 4 OF THE ACT OF OCTOBER 27, 1972

ADMINISTRATION

SEC. 4. (a) * * *

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(f) Notwithstanding any other provisions of law, in the administration of those parcels of property known as Haslett Warehouse, Cliff House Properties and Louis' Restaurant, the Secretary shall credit any proceeds from the rental of space in the aforementioned properties to the appropriation, if any, bearing the cost of their administration, maintenance, repair and related expenses and also for the maintenance, repair and related expenses of the vessels and the adjacent piers comprising the [National Maritime Museum] *San Francisco Maritime National Historical Park*, and for major renovation and park rehabilitation of those buildings included in the Fort Mason Foundation Cooperative Agreement[, and for a coordinated public and private access system to and within the recreation area and other units of the national park system in Marin and San Francisco Counties]: *Provided*, That surplus funds, if any, will be deposited into the Treasury of the United States: *Provided further*, That notwithstanding any other provision of law, in the administration of said parcels and of the AFDL 38 Drydock or other vessels or heavy marine equipment, the Secretary may, if he deems appropriate, enter into a contract [for the management of said parcels of property] for the management (including rental or lease) of said properties with such terms and conditions as will protect the Government's interest, with excess funds being used as set forth above.

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Appendix 3

Outline of Planning Requirements

OUTLINE OF PLANNING REQUIREMENTS

Priority Number	Issue	Task	10-238 Number	Responsibility
01	SFM	Position Management Plan	N/A	SAFR
02	SFM	Gen Mgt Plan	N/A	D.S.C.
03	SFM, Draft Fleet Plan	C.A. THAYER Project Plan, adopt.	643	contract
04	SFM, Fleet Mgt Plan	HSR THAYER Revise, adopt	N/A	SAFR
05	SFM, Fleet Management Plan	Historic Structure Preservation Guide, all vessels, revise, draft.	N/A	SAFR
06	SFM	Resource Mgt Plan	N/A	SAFR
07	SFM	Visitor Survey	N/A	NPS Visitor Svcs Project
08	SFM, Fleet Mgt Plan	H.S.R. BALCLUTHA New Reports	647	contract
09	SFM, Interp Prospectus	Historic furnishings report	723	HFC
10	SFM	Collection Mgt Plan	N/A	SAFR
11	SFM	Interpretive prospectus Revise	N/A	SAFR

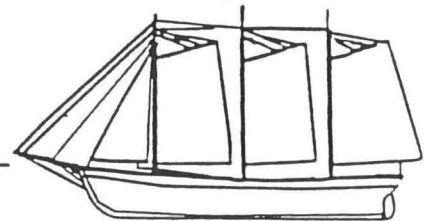
Priority Number	Issue	Task	10-238 Number	Responsibility
12	SFM	Comprehensive Plan & Report Ship Maintenance Facility	521	contract
13	SFM, GMP	Historic District Aquatic Park new report	733	contract
14	SFM	Comprehensive Hyde St. Pier. Plan & report	650	contract
15	SFM, Fleet Management Plan	H.S.R. EPPLETON Hall revise, adopt	N/A	SAFR
16	SFM, draft Fleet Management Plan	Comprehensive WAPAMA preservation plan & report	646	contract
17	SFM, Interp Prospectus	Interpretation plan BALCLUTHA	N/A	SAFR
18	SFM	H.S.R. Lewis Ark new report.	651	contract
19	SFM, Fleet Management Plan	H.S.R. WAPAMA revise, adopt	N/A	SAFR
20	SFM, Fleet Management	H.S. R. EUREKA revise, adopt	N/A	SAFR
21	SFM, Fleet Management Plan	H.S.R. ALMA revise, adopt	N/A	SAFR

NATIONAL PARK SERVICE DEVELOPMENT/STUDY PACKAGE PROPOSAL

PACKAGE NO. 643
REVISION NO.

ORG NO. 520	PARK (OR OTHER ORIGINATOR) S.F. MARITIME NHP	DEVELOPED AREA (NAME)	D.A. CODE	REGION WRO
STATE CALIFORNIA	STATE CODE CA	COUNTY(S) SAN FRANCISCO	CONGRESSIONAL DISTRICT(S)	
PACKAGE TITLE 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 S A V E E N D A N G E R E D N A T I O N A L L A N D M A R K S H I P C. A. T H A Y E R		STUDY PACKAGE NEW CONSTRUCTION B <input type="checkbox"/> REHABILITATION A <input type="checkbox"/>		NEW PACKAGE <input type="checkbox"/> REVISION <input type="checkbox"/>
CRITERIA (INSERT X S) 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26		PARK PRIORITY	DATE	REG'N PRIORITY
PROGRAM THRUST, STATUS AND OTHER INFORMATION 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32				
WILL ADDITIONAL OPERATING FUNDS AND POSITIONS BE NEEDED UPON COMPLETION OF THIS PACKAGE? (IF YES' EXPLAIN NEEDS IN SECTION XI OUTLINE OF PLANNING AND MANAGEMENT REQUIREMENTS)				
YES <input type="checkbox"/> NO <input type="checkbox"/>				
FULL PACKAGE DESCRIPTION				

The C.A. Thayer is a 95-year-old historic schooner which serves as an overnight classroom for 10,000 students from schools throughout Northern California each year. The vessel requires extensive rebuilding, estimated to cost \$7 million over five years. The severity of her condition has caused her to be officially listed as an Endangered National Landmark. The National Trust has placed her on its list as one of America's eleven most endangered historic places.



PACKAGE JUSTIFICATION/CONSEQUENCES

The schooner C.A. THAYER is a National Historic Landmark structure. She is one of two remaining examples of a West Coast lumber schooner, a vessel type central to the history of economic development and maritime activity of the West Coast. Although she has been a museum vessel since 1957, the THAYER never had the benefit of a major structural rebuild. Her main structural timbers date from 1895 and are now badly rotted and lacking in strength. Both the Historic Structure Report of 1991 and subsequent surveys have recommended replacement of all rotten or suspect frames, deck beams, and longitudinals.

PLANNING AND MANAGEMENT REQUIREMENTS (Follow instructions and outline provided in Program Formulation Guideline)

SEE ATTACHED

ORIGINATOR (Signature and Title) <i>James - Clough, AC</i>	DATE 11/9/93	CONCURRENCE (Signature of Superintendent or Equivalent Official) <i>William Thomas</i>	DATE 11/9/93
APPROVAL (Signature of Regional Director or Equivalent Official)			DATE

UNITED STATES DEPARTMENT OF THE INTERIOR
NATIONAL PARK SERVICE

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FOR THIS PACKAGE

DEVELOPMENT/STUDY PACKAGE PROPOSAL

PACKAGE NO. 722
REVISION NO.

ORG NO. 25317	PARK (OR OTHER ORIGINATOR) SF MARITIME NHP	DEVELOPED AREA (NAME) MARITIME MUSEUM	DA CODE	REGIO
STATE CALIFORNIA	STATE CODE CA	COUNTY(S) SAN FRANCISCO	CONGRESSIONAL DIS	
PACKAGE TITLE PLAN HISTORIC FURNISHING ALL SHIPS		STUDY PACKAGE NEW CONSTRUCTION <input type="checkbox"/> REHABILITATION <input type="checkbox"/>	NEW PACKAGE REVISION <input checked="" type="checkbox"/>	
CRITERIA (INSERT 'X' IN) 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26		PARK PRIORITY	DATE	REG'N PRIORITY
PROGRAM THRUST, STATUS AND OTHER INFORMATION 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32				
WILL ADDITIONAL OPERATING FUNDS AND POSITIONS BE NEEDED UPON COMPLETION OF THIS PACKAGE? (IF 'YES' EXPLAIN NEEDS IN SECTION XI OUTLINE OF PLANNING AND MANAGEMENT REQUIREMENTS)		YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>		

FULL PACKAGE DESCRIPTION:

\$50,000

Contract for the preparation of Historic Furnishings Plans for seven vessels in the National Maritime Museum collection. Plans to conform to NPS standards for such docu Vessels to be considered with cost estimates as follows: BALCLUTHA - \$7,500, THAYER - \$5,000, ERUEKA - \$3,500, HERCULES - \$3,500, ARK - \$3,500, EPPLETON HALL - \$3,500, and WAPAMA - \$7,500.

PACKAGE JUSTIFICATION/CONSEQUENCES:

Historic Furnishing Plans are mandated by NPS procedure for historic structures open for public visitation. Since 1977 the ships have been operated by the NPS and there has never been such a plan. The ships' maintenance needs are so intensive in terms of funding that there have never been sufficient funds to provide quality interpretive media. Old and inadequate media cannot get the attention it needs given resources. Only a small fraction of visitors are able to take the infrequent tour and as such must rely heavily on what interpretive media is present on site. Given the serious need for resource protection in terms of the ships themselves, this project is one of several that will really help promote public understanding. Inaction will continue the current situation.

PLANNING AND MANAGEMENT REQUIREMENTS. (Follow instructions and outline provided in Program Formulation Guideline)

Related documents: 1982 GMP, 1987 Fleet management Plan, 1987 Interpretive Prospectus Report, 1987 Wapama Historic Structure Report, 1987 Hyde St. Pier Concept Plan, 1987 10-238 Hist. Furn. Plans, Vessels", Current Draft of SAFR GMP.

ORIGINATOR (Signature and Title) 	DATE 10/20/92	CONCURRENCE (Signature of Superintendent or Equivalent Official) 	DATE 10/20/92
APPROVAL (Signature of Regional Director or Equivalent Official)		DATE	

**NATIONAL PARK SERVICE
VISITOR SERVICES PROJECT**

Visitor Study Nomination--FY95

Park Unit: SAN FRANCISCO MARITIME NATIONAL HISTORICAL PARK

Mailing Address: BLDG. E, FORT MASON CENTER, SAN FRANCISCO, CA 94123

Key Contact Person: MARC HAYMAN

Title: CHIEF, INTERPRETATION AND RESOURCE MENAGEMENT

Commercial Phone: (415) 556-1659

1. Why do you need a visitor study?

As a relatively new National Park that is unknown even to our local community, we are beginning to develop a public awareness program with the help of our cooperative association. Unfortunately, the information necessary for public outreach planning has never been gathered.

It is always important to know your visitors and their expectations before determining how best to serve them. A visitor study would allow us to determine who our visitors are, why they come, and what they like and dislike about the Park's current status. It would also help us clarify confusion in the minds of visitors about the fact that we are a National Park.

Our first visitor study will survey people coming to one part of the Park, Hyde Street Pier, where our collection of historic ships is berthed. The attendance at this part of the Park has been dropping steadily in recent years, and a survey will help us analyze the causes of the drop.

2. How will the study results be used?

The study results would be used to improve Park programs and facilities to appeal to a broader base of our constituency. It would also help us promote the Park to those most likely to enjoy our services.

Results would immediately become a part of planning for further programs and community outreach. Knowledge of our visitors would help us serve them better by creating interpretive programming, information distribution, and outreach mechanisms with their needs in mind.

UNITED STATES DEPARTMENT OF THE INTERIOR
NATIONAL PARK SERVICE

FOR THIS PACKAGE

DEVELOPMENT/STUDY PACKAGE PROPOSAL

PACKAGE NO. 647
REVISION NO.

ORG. NO. 8520	PARK (OR OTHER ORIGINATOR) S.F. MARITIME NHP	DEVELOPED AREA (NAME)	D.A. CODE	REGION WRO
STATE CALIFORNIA	STATE CODE CA	COUNTY(S) SAN FRANCISCO	CONGRESSIONAL DISTRICT(S)	
PACKAGE TITLE BALCUTHA HISTORIC STRUCTURES REPORT		STUDY PACKAGE NEW CONSTRUCTION <input type="checkbox"/> REHABILITATION <input checked="" type="checkbox"/>	NEW PACKAGE <input type="checkbox"/> REVISION <input type="checkbox"/>	
CRITERIA (INSERT 'X's')		PARK PRIORITY	DATE	REG'N PRIORITY
PROGRAM THRUST, STATUS AND OTHER INFORMATION				
WILL ADDITIONAL OPERATING FUNDS AND POSITIONS BE NEEDED UPON COMPLETION OF THIS PACKAGE? (IF 'YES' EXPLAIN NEEDS IN SECTION XI OUTLINE OF PLANNING AND MANAGEMENT REQUIREMENTS)		YES <input type="checkbox"/> NO <input type="checkbox"/>		

FULL PACKAGE DESCRIPTION:

Package 647 provides for production of a Historic Structure Report for the steel sailing ship Balcutha. The vessel requires approximately \$2 million in structural restoration which is contained in SAFR Package 635.

PACKAGE JUSTIFICATION:

The report would assist in accurate completion of the work. Historic Structure Reports have been prepared for the six other vessels of the fleet. Although British built in 1886, the Balclutha has strong ties with the United States, having been in the grain trade from San Francisco, the last merchant vessel under the Hawaiian flag, and finally as an American vessel in the Alaska cannery trade.

PLANNING AND MANAGEMENT REQUIREMENTS. (Follow instructions and outline provided in Program Formulation Guidelines)

SEE ATTACHED

ORIGINATOR (Signature and Title) <i>John B. ...</i>	DATE 9/15/83	CONCURRENCE (Signature of Superintendent of Environment Official) <i>William F. Thomas</i>	DATE 10/15/83
APPROVAL (Signature of Regional Director or Equivalent Official)		DATE	

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DEVELOPMENT/STUDY PACKAGE PROPOSAL

PACKAGE 521

NO.
REVISION
NO.

ORG. NO. 8520	PARK (OR OTHER ORIGINATOR) SAN FRANCISCO MARITIME NHP	DEVELOPED AREA (NAME)	D.A. CODE	REGION WR
STATE CALIFORNIA	STATE CODE CA	COUNTY SAN FRANCISCO	CONGRESSIONAL DISTRICT(S)	
PACKAGE TITLE SHIP MAINTENANCE FACILITY COMPREHENSIVE PLAN & REPORT		STUDY PACKAGE NEW CONSTRUCTION <input type="checkbox"/> REHABILITATION <input type="checkbox"/>	NEW PACKAGE <input type="checkbox"/> REVISION <input type="checkbox"/>	
CRITERIA (INSERT X's)		PARK PRIORITY	DATE	REG'N PRIORITY
PROGRAM THRUST, STATUS AND OTHER INFORMATION				
WILL ADDITIONAL OPERATING FUNDS AND POSITIONS BE NEEDED UPON COMPLETION OF THIS PACKAGE? (IF YES EXPLAIN NEEDS IN SECTION XI OUTLINE OF PLANNING AND MANAGEMENT REQUIREMENTS)		YES <input type="checkbox"/> NO <input type="checkbox"/>		

FULL PACKAGE DESCRIPTION

Package 521 provides for detailed site planning for the Park's off-site vessel maintenance facility. The General Management Plan, now under production will establish the feasibility and indicate the preferred location for such a facility, but cannot address the details of planning required to closely cost and phase the actual establishment of the facility. This planning will require the services of a multi-disciplined team, to address issues including the legal basis for Park tenancy, detailed site planning, shop layout, public visitation facilities, and interpretive facilities. Cost is estimated at \$100,000 in contracted services.

PACKAGE JUSTIFICATION/CONSEQUENCES

The General Management Plan is expected to indicate the urgency of the need for an off-site maintenance facility. It is clearly beyond the scope of the G.M.P. to plan for the details of the establishment of such a facility, nor is it within the ability of SAFR staff to do this planning, in addition to on-going duties. The Park will require high-level assistance in planning, and this planning must begin with all reasonable dispatch following the acceptance of the G.M.P., both to take advantage of development opportunities at the site indicated and to speed the development of a facility essential to the Park's maritime preservation efforts.

PLANNING AND MANAGEMENT REQUIREMENTS (Follow instructions and outline provided in Program Formulation Guideline)

SEE ATTACHED

ORIGINATOR (Signature and Title)	DATE	CONCURRENCE (Signature of Superintendent or Equivalent Official)	DATE
APPROVAL (Signature of Regional Director or Equivalent Official)			DATE

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DEVELOPMENT/STUDY PACKAGE PROPOSAL

PACKAGE
NO. 733
REVISION
NO.

ORG. NO. 8520	PARK (OR OTHER ORIGINATOR) SAN FRANCISCO MARITIME NHP	DEVELOPED AREA (NAME)	D.A. CODE	REGION WR
STATE CALIFORNIA	STATE CODE CA	COUNTY(S) SAN FRANCISCO	CONGRESSIONAL DISTRICT(S)	
PACKAGE TITLE AQUATIC PARK HISTORIC DIST. HISTORIC DISTRICT REPORT		STUDY PACKAGE NEW CONSTRUCTION <input type="checkbox"/> REHABILITATION <input type="checkbox"/>	NEW PACKAGE <input type="checkbox"/> REVISION <input type="checkbox"/>	
CRITERIA (INSERT X's)		PARK PRIORITY	DATE	REG'N PRIORITY
PROGRAM THRUST, STATUS AND OTHER INFORMATION				
WILL ADDITIONAL OPERATING FUNDS AND POSITIONS BE NEEDED UPON COMPLETION OF THIS PACKAGE? (IF 'YES' EXPLAIN NEEDS IN SECTION XI OUTLINE OF PLANNING AND MANAGEMENT REQUIREMENTS)		YES <input type="checkbox"/> NO <input type="checkbox"/>		
FULL PACKAGE DESCRIPTION				

Package 733 provides for contract production of an Historic District Report for the National Landmark Aquatic Park Historic District. While a number of studies have been produced which would logically feed into a comprehensive Historic District Report, that master report remains to be formulated and approved. In addition to physical and cultural history, and a comprehensive look at structural preservation issues, the report should address issues including historic landscaping, proposed alterations to the "Victorian Park" area, and alternatives for use of the structures in the event that the Maritime Park exhibits are moved elsewhere. Cost is estimated at \$50,000.

PACKAGE JUSTIFICATION/CONSEQUENCES

Aquatic Park is a National Landmark Historic District. The District is a striking example of a planned recreational area, with a grouping of structures all executed in a unified architectural style, reflecting a very imaginative and effective rendering of the Art Moderne motif. While various structural and historical studies have been completed on the District and its elements, the required comprehensive examination, represented by a Historic District Report, remains to be done. As the area will be affected by proposed changes to the operations of SAFR, such a study must be completed without undue delay.

PLANNING AND MANAGEMENT REQUIREMENTS (Follow instructions and outline provided in Program Formulation Guideline)

SEE ATTACHED

ORIGINATOR (Signature and Title)	DATE	CONCURRENCE (Signature of Superintendent or Equivalent Official)	DATE
APPROVAL (Signature of Regional Director or Equivalent Official)			DATE

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DEVELOPMENT/STUDY PACKAGE PROPOSAL

PACKAGE NO. 646
REVISION NO.

ORG. NO. 8520	PARK (OR OTHER ORIGINATOR) S.F. MARITIME NHP	DEVELOPED AREA (NAME)	D.A. CODE	REGION WRO	
STATE CALIFORNIA	STATE CODE CA	COUNTY(S) SAN FRANCISCO	CONGRESSIONAL DISTRICT:		
PACKAGE TITLE DESIGN FOR SUPPORT AND ENCLOSURE - WAPAMA		STUDY PACKAGE NEW CONSTRUCTION <input type="checkbox"/> REHABILITATION <input type="checkbox"/>	NEW PACKAGE <input type="checkbox"/> REVISION <input type="checkbox"/>		
CRITERIA (INSERT X'S) 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26		PARK PRIORITY	DATE	REG'N PRIORITY	DATE
PROGRAM THRUST, STATUS AND OTHER INFORMATION 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32					
WILL ADDITIONAL OPERATING FUNDS AND POSITIONS BE NEEDED UPON COMPLETION OF THIS PACKAGE? (IF YES, EXPLAIN NEEDS IN SECTION XI OUTLINE OF PLANNING AND MANAGEMENT REQUIREMENTS)		YES <input type="checkbox"/> NO <input type="checkbox"/>			
FULL PACKAGE DESCRIPTION					

Package 646 provides for engineering and design work to develop long-term structural solutions for the preservation of the steam schooner WAPAMA on a floating steel platform. Work will include analysis of the optimum feasible steel platform and selection of the best option, design of a system to support the hull against all stresses, and design of a structure to enclose the vessel, in whole or in part, to prevent environmental damage. Approved design solutions will then be fully developed, and complete working drawings and specifications produced, ready for contracting. Project total is estimated at \$75,000.

PACKAGE JUSTIFICATION/CONSEQUENCES

The WAPAMA is a National Landmark property. She is the last example of a steam schooner, a vessel unique to the West Coast, and essential to the coastal lumber transport industry. In 1980 it was found that her wooden hull was no longer strong enough to remain afloat. She was placed on a steel barge, and has remained there since. Current shoring is insufficient to support the hull for the long term. A more extensive and sophisticated support system must be designed and installed coupled with a cover to keep water off the hull. Unless these systems are designed and installed, the vessel will finally be lost.

PLANNING AND MANAGEMENT REQUIREMENTS (Follow instructions and outline provided in Program Formulation Guideline)

SEE ATTACHED

ORIGINATOR (Signature and Title) <i>William J. Thomas</i>	DATE 10/14/93	CONCURRENCE (Signature of Superintendent or Equivalent Official) <i>William J. Thomas</i>	DATE 10/15/93
APPROVAL (Signature of Regional Director or Equivalent Official)			DATE

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DEVELOPMENT/STUDY PACKAGE PROPOSAL

PACKAGE
NO. 650
REVISION
NO.

ORG. NO. 8520	PARK (OR OTHER ORIGINATOR) SAN FRANCISCO MARITIME NHP	DEVELOPED AREA (NAME)	D.A. CODE	REGION WR	
STATE CALIFORNIA	STATE CODE CA	COUNTY(S) SAN FRANCISCO	CONGRESSIONAL DISTRICT(S)		
PACKAGE TITLE HYDE STREET PIER COMPREHENSIVE PLAN & REPORT		STUDY PACKAGE NEW CONSTRUCTION <input type="checkbox"/> REHABILITATION <input type="checkbox"/>	NEW PACKAGE <input type="checkbox"/> REVISION <input type="checkbox"/>		
CRITERIA (INSERT X's)		PARK PRIORITY	DATE	REG'N PRIORITY	DATE
PROGRAM THRUST, STATUS AND OTHER INFORMATION					
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26					
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32					
WILL ADDITIONAL OPERATING FUNDS AND POSITIONS BE NEEDED UPON COMPLETION OF THIS PACKAGE? (IF YES EXPLAIN NEEDS IN SECTION XI OUTLINE OF PLANNING AND MANAGEMENT REQUIREMENTS)					
YES <input type="checkbox"/> NO <input type="checkbox"/>					
FULL PACKAGE DESCRIPTION					

Package 650 provides for comprehensive planning, including architectural, landscape, and visitor-use planning, and maintenance facility planning for Hyde Street Pier. The plan should be directed at achieving a unified, but not regimented, architectural approach in the various pier elements, making the entrance effective and attractive, making the most effective integration of vessel maintenance and visitor use requirements, and designing interesting and attractive pier furniture and surfaces, in a style appropriate to Park themes. Although the pier is not an historic district, planning must be in sympathy with the historic purposes of the Park. Project total is estimated at \$100,000 in contracted services.

PACKAGE JUSTIFICATION/CONSEQUENCES

The General Management Plan now under development for SAFR will suggest general guidelines for the future development of facilities at Hyde Street Pier. In order to achieve the maximum potential of the pier as a public attraction and as a usable facility for ongoing preservation activities, planning in detail, carrying on from the directions indicated by the G.M.P., will be required. The pier has suffered in the past from the lack of a unified vision. Planning has been on a piece by piece basis, and it shows. The Park must have a plan to work to, so that pieces can be filled in, in rational order, as funding allows.

PLANNING AND MANAGEMENT REQUIREMENTS (Follow instructions and outline provided in Program Formulation Guideline)

SEE ATTACHED

ORIGINATOR (Signature and Title)	DATE	CONCURRENCE (Signature of Superintendent or Equivalent Official)	DATE
APPROVAL (Signature of Regional Director or Equivalent Official)			DATE

UNITED STATES DEPARTMENT OF THE INTERIOR
NATIONAL PARK SERVICEPAGE _____ OF _____
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DEVELOPMENT/STUDY PACKAGE PROPOSAL

PACKAGE
NO. 651
REVISION
NO.

ORG NO 8520	PARK (OR OTHER ORIGINATOR) SAN FRANCISCO MARITIME NHP	DEVELOPED AREA (NAME)	DA CODE	REGION
STATE CALIFORNIA	STATE CODE CA	COUNTY(S) SAN FRANCISCO	CONGRESSIONAL DISTRICT(S)	
PACKAGE TITLE LEWIS ARK, HISTORIC STRUCTURE REPORT	STUDY PACKAGE NEW CONSTRUCTION B <input type="checkbox"/> REHABILITATION A <input type="checkbox"/>		NEW PACKAGE <input type="checkbox"/> REVISION <input type="checkbox"/>	
CRITERIA (INSERT X S)	PARK PRIORITY		DATE	REG'N PRIORITY
PROGRAM THRUST, STATUS AND OTHER INFORMATION	DATE		DATE	DATE

WILL ADDITIONAL OPERATING FUNDS AND POSITIONS BE NEEDED UPON COMPLETION OF THIS PACKAGE?

(IF YES EXPLAIN NEEDS IN SECTION XI OUTLINE OF PLANNING AND MANAGEMENT REQUIREMENTS)

YES ☐
NO ☐

FULL PACKAGE DESCRIPTION

Package 651 provides for contract production of an Historic Structure Report on the "Lewis" Ark, a National Register structure built as a houseboat for Summer recreational use at Belvedere Lagoon, to the north of San Francisco across San Francisco Bay. This ark is one of perhaps 20 surviving examples of the type in the Bay Area, but is probably the most intact example in existence. The ark community was an interesting bit of Bay Area maritime history, the boats serving as Summer retreats for middle-class, if slightly bohemian, San Francisco families. The project is estimated to cost \$25,000 in contracted services.

PACKAGE JUSTIFICATION/CONSEQUENCES

The "Lewis" Ark is a National Register property, owned by the NPS since 1977 and displayed at Hyde Street Pier since 1963. The ark has been furnished in a rather conjectural fashion, and has received some in-kind repairs. Some staff investigation has been done into her history, but further possible avenues remain. As planning goes forward for revisions to Hyde Street Pier and other changes in SAFR operations, various proposals have arisen regarding relocation of the ark, including possibly re-floating the vessel. The time has clearly arrived to accomplish the mandated H.S.R., as a necessary preliminary to making any major decisions affecting the vessel.

PLANNING AND MANAGEMENT REQUIREMENTS (Follow instructions and outline provided in Program Formulation Guideline)

SEE ATTACHED

ORIGINATOR (Signature and Title)	DATE	CONCURRENCE (Signature of Superintendent or Equivalent Official)	DATE
APPROVAL (Signature of Regional Director or Equivalent Official)			DATE